Morice Land & Resource Management Plan

Morice Land and
Resource Management
Plan

Planning Handbook

Prepared by

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MSRM, Skeena Region

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Abbreviations

AAC	Allowable annual cut
BEU	Broad Ecosystem Unit
CORE	Commission on Resources and the Environment
FISS	Fish Information Summary System
FSSIM	Forest Service Simulator Modeller
GIS	Geographic information system
GTT	Government Technical Team
IAMC	Interagency Management Committee
IFPA	Innovative Forest Practices Agreement
IRM	Integrated resource management
LRMP	Land and Resource Management Plan
MOF	Ministry of Forests
MSRM	Ministry of Sustainable Resource Management
NTS	National Topographic System
SEEA	Socio-economic and environmental assessment
SELES	Spatially explicit landscape events simulator
SFM	Sustainable forest management
TFL	Tree farm license
TSA	Timber supply area

Section 1 About This Handbook

This Handbook is a reference source for participants on the Morice Land and Resource Management Plan (LRMP) process. The Handbook:

?? outlines background information on LRMPs, including provincial policy on land use planning;

?? houses key process documents such as the LRMP terms of reference, workplan, and ground rules; and

?? provides an overview of some of the significant elements of the planning process such as the LRMP framework, interest-based negotiation, data and resource analysis, implementation and monitoring, and technical support to the process.

The Handbook is produced in the form of a binder and is structured in Sections with tabs so that information can be added or changed as required. The Planning Handbook is one of a set of handbooks for LRMP participants. These include:

?? Morice Planning Area Background Report: *An Overview of Natural, Cultural, and Socio-Economic Features, Land Uses and Resource Management*; and,

?? Meeting Summary Binder – to house the LRMP meeting summaries and the resource analyses prepared by the government technical team.

?? A Map and Inventory Handbook, which contains examples of each of the core maps and descriptions.

Combined, these handbooks provide LRMP participants with quick references on the various aspects of the planning process as well as a place to file LRMP materials as they are distributed.

Section 2 Land and Resource Management Planning in British Columbia

In this Section:

- What is Land and Resource Management Planning?
- Where do LRMPs Fit Within the Provincial Planning System?
- First Nations Involvement
- What is the Status of LRMP Planning in BC?
- What are the Main Characteristics of LRMPs?
- Emerging Direction for Land Use Planning
- For More Information on LRMPs...

1. What is Land and Resource Management Planning?

Land and Resource Management Planning works towards:

?? reducing and resolving land use conflicts;

?? ensuring sustainable resource management; and,

?? providing economic diversity and security.

It is a process where a broad range of stakeholders including the provincial government, First Nations, interested organizations, communities and individuals join together as a 'planning table' to determine how land and resources within a region or sub-region will be managed in the future. It is a form of 'strategic' land use planning that develops *broad* direction for land and resource management.

Future planning and resource management decisions are expected to be consistent with the direction provided at this strategic level. The outcome of the planning process is a set of recommendations in the form of written direction (e.g. goals, objectives and measures) and a description of how and where it applies to the plan area. These recommendations are made to government for approval.

2. Where do LRMPs Fit Within the Provincial Planning System?

As shown in Figure 1, LRMPs are at the 'upper' end of the continuum of land/ resource plans. This level provides general management direction to 'more detailed' plans for smaller areas. There is an expectation—and a legal requirement in some cases—that future, more detailed plans will be consistent with strategic plans. Strategic policies and plans are always being informed and refined by the practical reality of planning at more localized, detailed levels. Taken as a whole, the planning levels and the organizations responsible for planning complement and reinforce each other to provide a land use planning and decision-making system.

3. First Nations Involvement

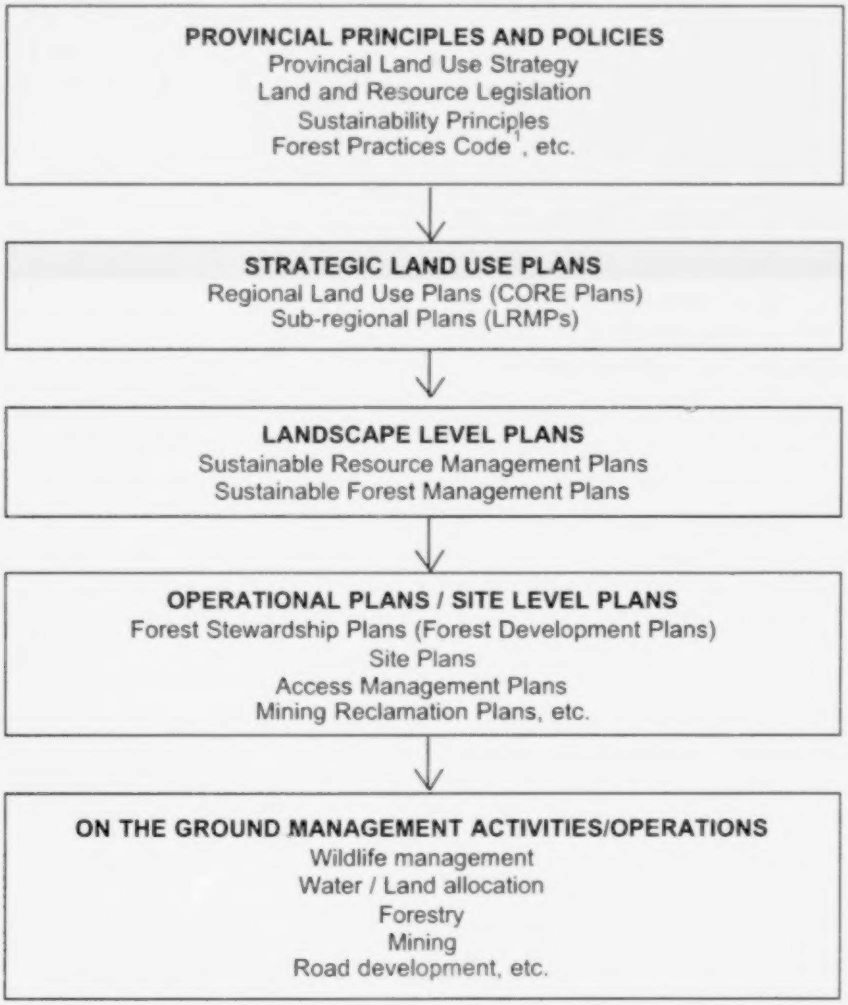
First Nations in the plan area are encouraged to participate in the LRMP to ensure that LRMP decisions are sensitive to First Nations interests. The LRMP process is consistent with the recognition of aboriginal title and the inherent right of aboriginal people to self-government.

The LRMP process is consistent with current policy in that a government-to-government relationship between First Nations and the provincial government has been established.

4. What is the Status of Land and Resource Management Planning in BC?

As of December 2002, regional and subregional land use plans are approved or being developed for more than 80 per cent of BC. Fifteen LRMPs and four Regional Land Use Plans have been approved and are being implemented and monitored. The provincial goal is to have strategic land use planning complete by March 2004.

Figure 1. Provincial Planning Hierarchy


PROVINCIAL PRINCIPLES AND POLICIES
Provincial Land Use Strategy
Land and Resource Legislation
Sustainability Principles
Forest Practices Code[1], etc.
STRATEGIC LAND USE PLANS
Regional Land Use Plans (CORE Plans)
Sub-regional Plans (LRMPs)
LANDSCAPE LEVEL PLANS
Sustainable Resource Management Plans
Sustainable Forest Management Plans
OPERATIONAL PLANS / SITE LEVEL PLANS
Forest Stewardship Plans (Forest Development Plans)
Site Plans
Access Management Plans
Mining Reclamation Plans, etc.
ON THE GROUND MANAGEMENT ACTIVITIES/OPERATIONS
Wildlife management
Water / Land allocation
Forestry
Mining
Road development, etc.

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[1] The *Forest Practices Code of BC Act* is curently being amended and will be replaced by the *Forest and Range Practices Act*. Changes to the legislation and regulations can be found at: http://www.legis.gov.bc.ca/legislation/index.htm and http://www.for.gov.bc.ca/tsab/legsregs/amendlog.htm

5. What are the Main Characteristics of LRMPs?

?? LRMPs cover large geographic areas and use small-scale mapping (e.g., 1:250,000) to provide broad land allocation and resource management direction.

?? LRMPs provide participants with a vehicle to bring interests and perspectives together. In this context, LRMPs are integrated resource management plans. They provide a forum for increased communication and knowledge using a process of consensus to develop agreements.

?? The Morice LRMP covers approximately 1.5 million hectares, including 36,455 hectares of private land that are not included in the LRMP plan area. In order to plan for such a large area in the limited time available, the process needs to stay relatively general yet focused. LRMPs provide broad direction to future planning where more specific resource management direction is developed for smaller areas using more detailed information.

?? During the planning process it may be necessary, from time to time, to examine certain elements at a more detailed level (e.g. 1:100,000 or 1:50,000 scale) to analyze or validate information that cannot be appreciated at a broader scale.

?? LRMP wording must balance the need to provide clear resource management direction with the need to provide flexibility for those responsible for implementing the plan. LRMP goals, objectives, and measures provide direction for on-the-ground management of land and resources. In order to be able to assess how well the plan is being implemented, objectives need to be measurable.

Table 1. Scope of the LRMP

LRMPs deal with:	LRMPs do not deal with:
Terrestrial land management planning (how to best use and manage land and resources).	Tenuring (determining who receives licenses or leases on Crown land).
Integrating First Nations' interests as they relate to land use and management.	Treaty issues (First Nations rights and title are addressed through tripartite treaty processes).
Foreshore issues including: ✍ Log dumps; and, ✍ Marine conservation areas associated with terrestrial parks.	Marine planning.
Policy considerations (LRMPs can recommend changes to policy where it can be demonstrated that existing policy strongly conflicts with the social choice objectives.)	
Providing guidance to statutory decision-makers.	Statutory decisions (e.g. setting Allowable Annual Cut).
Identifying economic opportunities and providing strategies for promoting investment and business development based on the identified opportunities.	

6. Emerging Direction for Land Use Planning

5.1 Sustainable Resource Management Planning (SRM planning)

Sustainable Resource Management planning is a consolidated approach to planning at the landscape level on provincial Crown lands. SRM planning will allow the Ministry of Sustainable Resource Management (MSRM) to implement land use plans, identify economic opportunities, design and promote sustainable development opportunities and conserve environmental values. In contrast to Land and Resource Management Planning that occurs at the scale of 1:250,000, SRM planning typically occurs at 1:50,000 to 1:100,000 and focuses on medium sized watersheds (50,000 to100,000 hectares).

SRM planning has the following goals:

?? provide one window for strategic plan development at the landscape scale;

?? provide one window for retrieval of strategic informationand management direction (e.g. LRMPs);

?? provide a comprehensive approach to landscape planning;

?? foster planning partnerships with the private sector and other interests; and,

?? foster economic development while sustaining a healthy environment.

SRM planning provides a vehicle for integrating Sustainable Forest Management Plans (SFMPs) into the provincial planning hierarchy. The landscape level objectives (criteria and indicators) for forest management, set out by SFM planning for certification, may become legally established elements of a SRM Plan[2].

7. For More Information on LRMPs…

Section 13 contains the following provincial publications:

✍ *"Land and Resource Management Planning: A Statement of Principles and Process"*[3] which provides an overview of the provincial policy direction for LRMPs; and

✍ *"Higher Level Plans: Greater Strength for Land Use Objectives"*

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[2] For more information on forest certification and SFM planning, see http://www.for.gov.bc.ca/het/certification/

[3] Significant policy changes have taken place since the Statement of Principles and Process was first published in 1993, however this document still provides a useful overview of the provincial policy direction for landuse planning. The policy direction provided in the participants handbook and to the LRMP table, through the Morice LRMP process, should be considered current.

Section 3 Morice LRMP Terms-of-Reference and Ground Rules

Inserted Documents:

- "Morice LRMP Terms of Reference"
- "Morice LRMP Ground Rules"

Insert 3-1:

"Morice LRMP Terms of Reference"

Morice LRMP

Terms of Reference

September 27, 2002

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1.0 Introduction

These Terms of Reference will guide the process for completing the Morice Land and Resource Management Plan (LRMP). They define the purpose of the LRMP, describe the plan area that will be covered by the LRMP, establish a Planning Table (the Table), outline how the process will proceed and describe the scope of the plan. The Ministry of Sustainable Resource Management is responsible for strategic land use planning for the provincial government.

2.0 Purpose of the LRMP

The Morice LRMP will establish strategic direction to guide the management of Crown land and resources within the Morice plan area. This direction will be developed based on recommendations provided by a stakeholder planning table. The planning process will provide individuals and/or organizations whose interests will be affected by the LRMP to participate in the process of developing recommendations for consideration and approval by the provincial government.

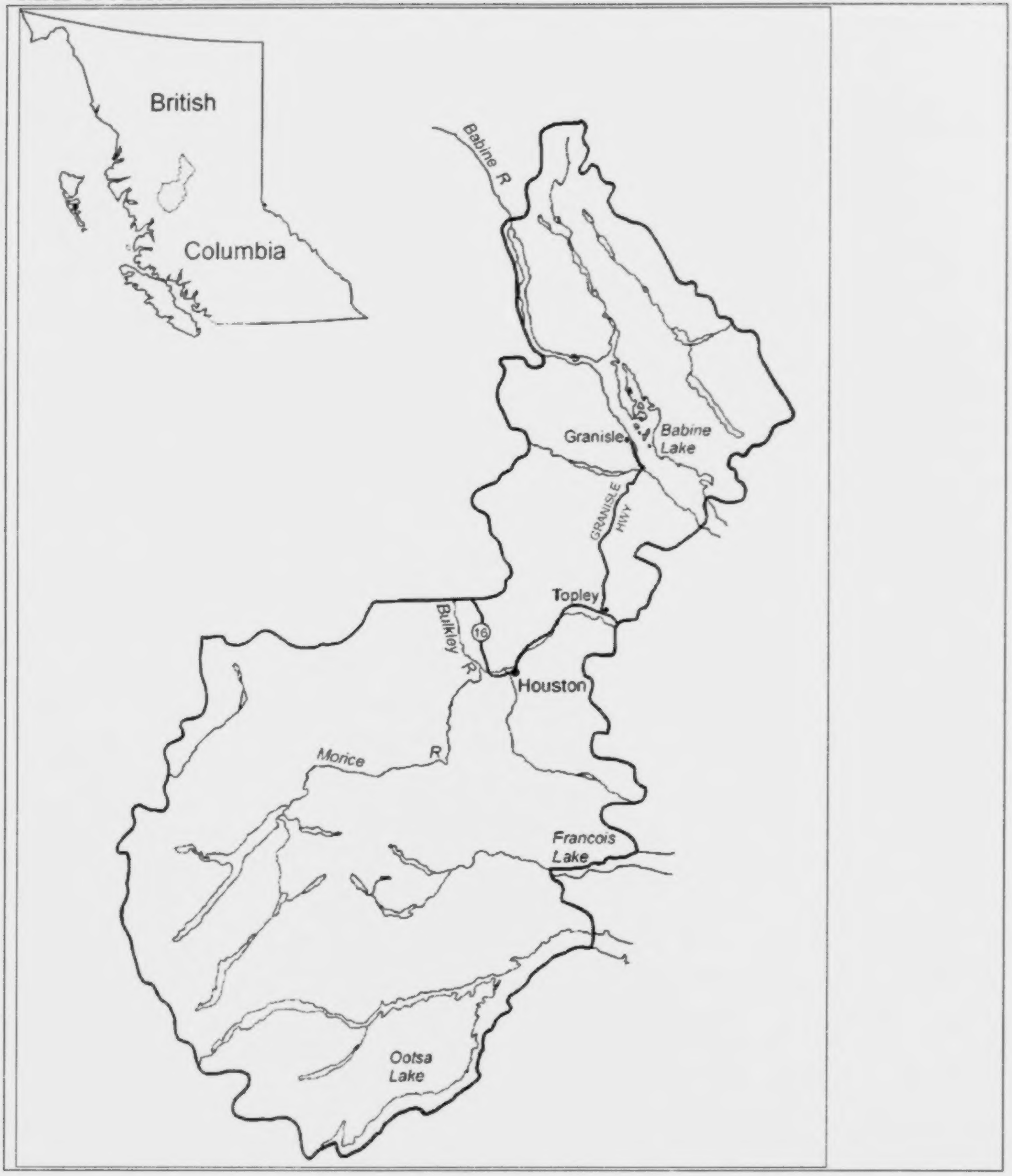
The purpose of the LRMP is to:

- Foster economic, social and environmental sustainability through the establishment of resource management objectives for the entire plan area to ensure ecological integrity, economic prosperity and healthy human communities in the plan area;
- Identify economic development opportunities and develop associated resource management objectives to promote economic growth in the Morice LRMP area;
- Address area specific management requirements through the establishment of resource management zones and corresponding objectives. Resource management zones will designate specific areas in the plan area where specific management requirements need to be met and objectives will state the measurable result that is to be achieved.

3.0 Plan Area

The Morice LRMP will provide Strategic land and resource management direction for activities on Crown land within the 1.5 million hectare planning area shown in Map 1.

MAP 1: Morice LRMP Plan Area


British
Columbia
Babine R
Granisle
Babine Lake
GRANISLE HWY
Topley
Bulkley R
16
Houston
Morice R
Francois Lake
Ootsa Lake

4.0 Products

Two products will be completed at the end of the LRMP process:

1. a Cabinet approved LRMP providing management direction for all resource values and resource management zones and associated objectives(including protected areas); and,

2. an Economic Development Action Plan with identified opportunities for each sector and associated strategies for promoting investment and business development.

The final LRMP will consist of a report and maps that document resource management zones and associated objectives for Crown lands and resources, including fish and wildlife habitat recreation, tourism, timber and minerals. Zones and their associated objectives will clearly articulate the intended management direction for the LRMP. This intended direction will be incorporated by agencies into their operational planning and decision-making.

The Economic Development Action Plan will include a vision for sustainable economic development in the Morice plan area: an analysis of strengths, weaknesses, opportunities and threats; goals and action plans for each sector; investment, business development and market development strategies; and recommended private/public initiatives including research, inventory, infrastructure development and human resource development. The LRMP will also identify areas with the capability to support economic development and will include management objectives aimed at promoting economic development.

5.0 Time Frame for Completion

The Morice LRMP will begin in October 2002 with a targeted completion date of March 31, 2004.

5.1 Milestones

In order to complete the plan within the established timeframe, the following process milestones have been established.

Milestone	Products	Completion Date
Process Initiation	• Terms of Reference/Ground Rules • Workplan	November 2002
Assess Situation	• Vision • Resource maps • Resource background reports • Vision, interests, and indicators • Policy review	February 2003
Scenario Development	• Scenario development including map	

	production and management intent • Process team assessment on the Table's readiness to proceed with final negotiation • Public review	September 2003

Negotiate Agreement	• Recommendations package:
	  • General management objectives
	  • Area specific management objectives
	  • Additional objectives developed by Table
	• Economic Development Action Plan
	•
		February 2004

Government Approval	• Ratified recommended plan submitted to government • Socio-economic and environmental analysis of final recommendations	March 2004

For each milestone date, the Process Team will provide a status report to the table and the Regional Director of MSRM. If the Table is unable to achieve a milestone by the target date the Process Team may identify alternate steps to move the process forward. This may include requesting the Government Technical Team to prepare products or options for the Table.

6.0 Planning Table

6.1 General Procedures

The Morice LRMP Planning Table will be guided by the following general procedures:

- the Table will be structured based on a sectoral model of representation that will provide equal opportunity for all sectors to develop LRMP products.
- the Table will strive for consensus on substantive issues, including the final LRMP recommendations. Consensus is defined as having no substantial disagreement with the decision. This means that although Table members may have concerns about specific aspects of the agreement, they will be prepared to accept that the proposal goes forward and will support the overall plan. However, time will be of the essence, as the plan must be completed in accordance with the schedule above, even if consensus is not achieved.
- the Table will have members from the public, First Nations, local and provincial governments, representing a cross-section of interests in the plan area. Alternates to the Table members will provide support to those members on an ongoing basis;
- the Table will prepare Ground Rules to ensure it functions smoothly and everyone who participates in the process does so in a fair and equitable manner;
- the sector spokespersons will be responsible to be accountable to their respective sectors in accordance with procedures to be developed as part of the Ground Rules.

- the Table may rely largely on smaller working groups to accomplish substantive discussions and negotiations between meetings. Recommendations and/or negotiated products developed by these groups will be subject to review and acceptance by the Table; and
- the Process Manager has the discretion to invite additional experts to participate in working groups-for example when specific technical knowledge is required from someone who is not involved in an existing sector;

6.2 Table Member Responsibilities

Responsibilities of Table members include the following:

- representing the interests of their sector in consensus negotiations;
- geing accountable to members of their sector;
- identifying members of their sector to participate in working groups;
- sharing information between members of their sector and the Table through consultation and communication mechanisms established by the sector;
- designating an alternate for when they cannot attend meetings;
- staying current with information and the progress of Table discussions (applies to alternates as well); and
- abiding by the Table Ground Rules.

6.3 Table Structure

The Morice LRMP Table will have the following representation:

- First Nations*
- Local Government
- Provincial Government
- Agriculture
- Conservation and Environment
- Fish and Fish Habitat
- Forest (major licensees)
- Forest (small business, woodlot licensees and contractors
- Guide Outfitters and Trapping
- Labour
- Local Sustainability
- Mining and Exploration
- Non-motorized/Wilderness Recreation
- Recreation (motorized)
- Tourism
- Wildlife and wildlife Habitat

* The Office of the Wet'suwet'en, Wet'suwet'en First Nation, Lake Babine Nation and Cheslatta First Nation have indicated an interest in participation and discussions continue with them to confirm the appropriate means for them to engage in planning. There may be up to four seats.

The Morice LRMP Table will also include an "open chair". The purpose of the open chair will be to provide members of sectors and members of the general public with the opportunity to bring forward interests which they believe are relevant to the Morice LRMP process and which they believe may not have been adequately considered. The open chair will not participate in consensus decisions.

6.3.1 Public Representatives

The sector model for the Morice LRMP is designed to provide fair representation for all interests that will be affected by the LRMP.

Each sector will be organized to ensure that the organizations and individuals whose interests it represents are fairly included in the LRMP process.

Each sector (with the possible exception of First Nations) will have one seat at the planning table to be filled by the formal representative to the process or his or her alternate.

Table members and alternates will be selected by the sectors they represent. Each sector will be accountable to its constituents. Sectors may choose to establish a sector advisory committee to ensure that the broad range of interests within the sector are represented.

By participating in the LRMP each sector agrees to engage in the process and be guided by these Terms of Reference. Each sector will provide the Process Manager with a list of declared membership in their sectoral advisory committee, so that the spokespersons for those member organizations may be identified for participation in the working group negotiations. The Process Manager will be responsible for maintaining and updating the Table Membership list. Sector representatives will be responsible for notifying the Process Manager of any changes to Table, or sector advisory committee membership.

6.3.2 Local and Provincial Government Representatives

Provincial and regional/municipal government representatives have the same responsibilities as other table members as described in section 6.2 above.

Government representatives will:

- participate in a collaborative process of consensus building in a manner respectful of other interests.
- provide the Table with information and advice on legislation, policy, programs, current initiative; and
- as future monitors and implementers of the plan, ensure that planning recommendations can realistically be implemented in a way that meets the objectives outlined in the final LRMP plan.

The provincial government will participate in the LRMP process in three different capacities:

1. A Government Sector Representative will participate as a table member engaging in discussion and negotiation at the Table and working group tables on substantive issues. The Government Sector Representative will report to the Interagency Management Committee;

2. The Process Team will provide logistical and procedural support for the process and will be responsible for process design and smooth operation of the process including the development of work plans, coordination of analysis, facilitation and mediation (where necessary), and preparation of meeting agendas and minutes.
3. The Government Technical Team will provide mapping, analysis and report writing, and will be responsible for developing draft products for Table review and providing technical advice to the Table upon request.

6.3.3 First Nations Representatives

First Nations may participate at both a technical and government level as follows:

- participation at the Table and its working groups;
- formal government liaison with Process Manager;
- technical liaison with the government technical team;
- government to government liaison between First Nations and British Columbia as represented MSRM;
- review of the final plan.

Land use recommendations will be developed at the Planning Table with First Nations stakeholder and provincial government involvement. Where First Nations cannot agree to a recommendation from the planning table, they will attempt to resolve the outstanding matter directly with the provincial government, through a government to government forum.

6.3.4 Links to the Morice/Lakes Innovative Forest Practices Agreement

A partnership regarding information and analysis and data sharing has been developed between MSRM and the Morice/Lakes IFPA. This partnership will contribute to data collection, management and analysis, and to the indicator and monitoring approach for the LRMP. There will also be ongoing communication and collaboration between members of the government team and the IFPA Public Advisory Group during the preparation and plan development stages of the LRMP. The purpose of this communication will be to ensure technical integration between the two planning processes in order to provide the best possible information to both processes, make the best use of scarce resources and minimize public burn-out.

7.0 Government Team

A Government Team under the leadership/direction of a process manager will oversee and support the Morice LRMP process and will be responsible for:

- project leadership;
- provincial government liaison;
- technical advice;
- information coordination and management;
- public and stakeholder communication;
- management of the partnership agreement with IFPA license holders;
- management of participation agreements with First Nations;
- management of the stakeholder participation process;
- preparation of the LRMP planning documents; and
- preparation of the Economic Development Action Plan.

The Government Team is comprised of a process team and a technical team. The process team will design and manage the process including the public planning component.

The technical team will provide data, analytical expertise and planning support to the LRMP process in partnership with the IFPA. The team will also support the Table in the development of planning products including general management direction objectives, resource management zones, and the final LRMP document.

8.0 Public Communication

Communication with local communities and the general public (i.e. that is the broader public not participating in the process) will be a priority during the Morice LRMP process. Communication updates will be provided at key points in the process to highlight the achievement of milestones, to provide broader public understanding and to secure additional public input to draft products. A government website has been established to provide public access to all information relevant to the LRMP including background documents, meeting agendas, meeting minutes and draft LRMP products. Additional public communication will be provided through information circulars, media reports, newsletters, public open houses and meetings with stakeholders.

Table meetings will be open to the public with opportunities provided at set times during the meeting for public members to bring information and/or interests forward for consideration by the Table. Members of the public wishing to address the Morice LRMP Table will need to make arrangements through the Process Team.

When the Table develops a recommended LRMP, an opportunity for public review and comment will be provided before the plan is approved.

9.0 Provincial Legislation and Policy

The provincial government has the legal obligation to manage and conserve natural resources on provincial Crown land. Numerous policies and statutes are relevant to land use planning. Even though policies are not legally binding, they provide high level guidance that provincial decision-makers must consider.

In the interest of facilitating solutions, the process will have the opportunity to make recommendations for resource management policy and legislative changes that are deemed necessary to achieve the LRMP management direction. In these cases, the Table must consider the local and provincial implications of adjusting the policy or statute and provide a written rationale explaining why the current policy should be changed.

10.0 Review and Approval of Consensus Document

The Table will submit its final package of consensus recommendations to the provincial government through the Ministry of Sustainable Resource Management. The Minister of Sustainable Resource Management has final approval responsibility for the Morice LRMP. Cabinet will make final decisions regarding protected areas.

If the Table is unable to reach consensus in a timely fashion on all aspects of land use recommendations, the Minister retains the right to make the final decision. The Table will provide a document that describes areas of agreement and unresolved issues. An accompanying document will include a description of the proposed solutions developed in an effort to reach consensus on the unresolved issues and identify the parties who were unable to reach agreement. All First Nations within the plan area, whether they participated in the Morice LRMP process or not will be invited to review, comment upon and/or endorse any final LRMP recommendations.

All Local Governments within or adjacent to the Plan Area, whether or not they have participated in the Morice LRMP process shall be invited to review, comment upon and/or endorse any consensus LRMP recommendations as per the Union of B.C. Municipalities Protocol Agreement.

11.0 Implementation

Once approved by the provincial Cabinet, the Morice LRMP shall be implemented and monitored by appropriate provincial government agencies coordinated by MSRM. A monitoring committee that includes public participants may be established by MSRM to monitor plan implementation.

Approved By:

Stan Hagen
Honourable Stan Hagen
Minister of Sustainable Resource Management

Date: Oct 3, 2002

Insert 3-2:

"Morice LRMP Ground Rules"

Morice LRMP Ground Rules

December 2002

MORICE LRMP GROUND RULES

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INTRODUCTION

These Ground Rules are intended to serve as procedural guidelines for participants in the Morice LRMP. The purpose of the Ground Rules is to ensure that the Table functions smoothly and that all members participate in a fair and equitable manner. The Ground Rules can be revised by consensus of the Table. The Ground Rules include the following sections:

?? Code of Conduct
?? Consensus Process
?? Decision Making
?? Procedures in the Event of Disagreement
?? Table Membership
?? Process Support
?? Working Groups
?? Meeting Procedures
?? Media and Public Communication

Terminology

The following definitions will apply to the Morice LRMP Ground Rules.

"Table Member" refers to the Spokesperson and Alternate(s) for each of the First Nations and sectors participating in the LRMP process.

"LRMP Table" refers to all First Nations and sectors participating in the Morice LRMP.

"Constituency" refers to all individuals or organizations that are represented by a First Nation or sector in the LRMP process.

"Caucus" refers to individuals within a constituency who have volunteered or been selected to provide advice on behalf of the First Nation or sector to the Spokesperson and Alternate(s).

1. CODE OF CONDUCT

Table Members in the Morice LRMP will:

?? Participate in good faith;
?? Treat others with courtesy and respect;
?? Listen attentively;
?? Seek to gain a better understanding of the perspectives of others;
?? Refrain from dominating discussions at the Table and provide opportunities for the interests of others to be heard;
?? State concerns openly and directly;

?? State views as interests rather than positions;

?? Speak in a clear and concise manner;

?? Avoid use of acronyms and technical jargon;

?? Come to meetings prepared and ready to engage in productive discussion;

?? Share information related to issues being discussed;

?? Avoid side conversations at the Table;

?? Commit to resolving issues at the Table and agree not to end run[1] the decision making process or otherwise undermine the work of the Table;[2]

?? Take individual responsibility to address the interests of others – even when they are perceived to be conflicting or competing with their own interests;

?? Endeavour to support other Table Members at the Table as required;

?? Work co-operatively to achieve consensus on issues being addressed;

?? Respect decisions that have been reached and agreed to at the Table; and

?? Be accountable to members of their sector, other Table Members and the general public.

Table Members are collectively responsible for monitoring compliance with the code of conduct. The Process Facilitator will provide leadership and support to Table Members.

2. CONSENSUS PROCESS

2.1 Definition of Consensus

Consensus is defined as an agreement where Table Members are prepared to endorse or accept[3] a proposed solution.

In reaching consensus, Table Members may abstain. An abstention means that the Table Member is prepared to accept the agreement in keeping with the definition of consensus above.

2.2 Confirming Consensus

To confirm that the Table has reached consensus the Facilitator will:

?? repeat the agreement and verify that it is acceptable; and

?? request that a written record of the agreement be recorded in the meeting summary.

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[1] An end run means by-passing the work of the Table and trying to influence provincial government decision-makers through other channels.

[2] First Nation activities related to treaty negotiations (e.g., side table discussions and working agreements) and other resource planning and consultation initiatives are in keeping with the work of the Table.

[3] Acceptance means First Nations and sectors are prepared, at a minimum, to tolerate the proposed solution and honour the consensus decision of the Table.

Only those Table Members who are sitting at the Table may participate in the consensus process.

Where consensus is being sought on significant working agreements and on the final recommendations package, the Facilitator will confirm consensus through a round table process where each Table Member will be asked to indicate their acceptance, abstention from or opposition to the proposed solution. If consensus is verified, the Facilitator will request that a written record of the agreement be recorded in the meeting summary.

On significant working agreements participants may flag points of concern that they may wish to revisit in the context of the final recommendations package. Table Members who abstain may indicate reasons for their abstention.

2.3 Quorum

Decisions will not be made unless there is a quorum (12 or more Table members present at the Table).

2.4 Sector Ratification

Before consensus is reached on a significant working agreement or on the final recommendations package, it is understood that some Table Members may have to take the agreement back to their First Nation or sector for ratification. Table members who require ratification will be expected to provide a response back to the Table by the next meeting.

3. DECISION MAKING

There are generally three types of agreements that are developed within LRMP processes: 1) process and procedural agreements; 2) working agreements; and, 3) agreement on the recommended LRMP.

3.1 Process and Procedural Agreements

Process and procedural agreements include decisions on issues related to the day-to-day functions of the LRMP Table such as scheduling meeting dates, agenda management, and establishing Table priorities.

The Process Manager will be responsible for routine procedural matters such as process logistics and distribution of meeting materials.

Consensus will be sought on significant process issues such as changes to Table ground rules and setting meeting dates. In the interest of expediency, where consensus cannot be reached, decisions will be determined on the basis of majority interest.

3.2 Working Agreements

As the Table moves through the process, it will craft a series of "working agreements" that address specific topics or issues.

Consensus will be sought on working agreements as they are developed. Once the Table has accepted a working agreement, it will be integrated into a draft LRMP package.

When accepting a working agreement, it is understood that specific issues may/will be revisited once a draft package has been developed. For example, final acceptance of zoning in one area may depend on the type of zoning that is developed elsewhere in the plan.

3.3 Final LRMP Package

The Table will seek to reach consensus on the final LRMP package. Where agreement cannot be reached, the procedures in Section 4 will apply.

4. PROCEDURES IN THE EVENT OF DISAGREEMENT

The Table will apply the following interest-based negotiation steps to resolve issues:

?? define the issue;

?? identify interests;

?? brainstorm options;

?? evaluate options; and

?? choose an option.

If an issue cannot be resolved, the Facilitator may:

?? refer the issue to a small ad hoc working group to explore the issue in more detail and prepare a recommendation to bring back to the Table;

?? recommend deferring further discussions until a specific date to allow more analysis or further negotiation. In such cases, unmet interests related to the issue will be recorded for clarification and transparency when the discussion is reopened;

?? request that those who are opposed to the proposed solution develop an improved solution that meets their interests while continuing to satisfy the interests of other sectors; or

?? identify further research or dispute resolution techniques that could be used to resolve the disagreement including mediation.

If one or very few Table Members are unable to support a proposed solution, they will have the responsibility to show why they are opposed and if they are unable to do so, they will be expected to lend support to the consensus (which could include an abstention).

Where the resolution process fails to provide agreement on the topic or product, then the Table will be asked to ratify the areas of agreement and disagreement at the Table. The areas of disagreement, including alternative products, will be used by government at the end of the process to determine a final outcome.

If the Table ratifies a recommendation or package of recommendations at a meeting where the representatives of a First Nation or sector were not in attendance, then the recommendations will only be revisited at subsequent meetings if the Table agrees that circumstances surrounding lack of attendance warrant revisiting the recommendation(s).

5. TABLE MEMBERSHIP

5.1 Spokespersons and Alternates

Each First Nation and sector will select a spokesperson and an alternate(s) to represent its interests at the LRMP Table. First Nations and Sectors will be expected to maintain a formalized structure (constituency and/or caucus) for communicating interests and negotiating strategies to the spokesperson and alternate.

Spokespersons and Alternates may jointly share participation responsibilities at the table, although only one representative from each First Nation or sector may sit at the Table at any given time. Spokespersons and Alternates are responsible for staying up to date with the discussions taking place at the Table. Alternates have full authority and responsibilities of Table Members while they are sitting at the Table.

Spokespersons and Alternates will not carry on side discussions at the Table. A Table member may request a two-minute caucus to discuss an issue with his/her alternate(s).

Spokespersons and Alternates may rotate their representation at the Table following a scheduled break (including a two-minute caucus break).

An "open chair"[4] will be available at the Table to provide First Nation and sector representatives with an opportunity to provide input on specific issues being discussed at the Table as follows:

?? Table Members may utilize the open chair to bring forward a personal interest that is relevant to an issue being discussed at the Table, but which is separate and apart from interests of the First Nation or sector he/she represents;

?? First Nation and sector alternates may utilize the open chair to bring forward interests that are different from those being brought forward by the representative at the Table if, after having explored the issue during a two-minute caucus break, it is clear that there is divergence of interests among the representatives of the First Nation or sector; and

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[4] Occupants of the "open chair" will not participate in consensus decisions at the LRMP Table.

?? a Table Member may request that a member of his/her caucus be permitted to occupy the open chair to provide a site specific and/or technical clarification to an issue being discussed at the Table.

Table Members will occupy the open chair for only as long as it takes to bring forward the interests/information that is relevant to the issue being discussed at the Table (including the time it takes to answer any questions other Table Members may have).

The open chair will also be available at designated times during Table meetings to provide an opportunity for observers to direct comments or questions to the Table. These presentations will be limited to 5 minutes each.

Spokespersons and Alternates will:

?? abide by the Ground Rules;

?? be accountable to their caucuses and develop interests and negotiating strategies in a manner that reflects the overall perspective of the caucus;

?? communicate their interests to other Table Members;

?? attend meetings on a regular basis and participate fully in Table discussions;

?? come to meetings prepared (i.e. review meeting summaries, read supporting documentation, communicate with sector caucus on issues to be discussed, etc.); and

?? strive for consensus.

First Nations and sectors will provide a quarterly update on their structure (i.e. identify the organizations and/or individuals participating in the caucus) and ongoing communications procedures.

Table members may seek advice from the Table or the Process Team regarding sector and caucus issues such as membership, procedures and conflict of interest. To avoid an issue of perceived conflict, sectors may require that caucus members for their sector not serve as caucus members for other sectors. This option is not meant to limit the opportunity for sectors to share information or to participate with other sectors to jointly explore solutions for issues being addressed in the LRMP.

5.2 Provincial Government Representative

One spokesperson and one alternate will be appointed from the Ministry of Sustainable Resource Management to represent the interests of the provincial government in the Morice LRMP. The provincial government Spokesperson will be responsible for consulting with the Provincial Government Advisory Committee and other provincial agencies as required to ensure that the full range of provincial government interests is represented in the process. The Spokesperson will also provide the Table with relevant information on provincial government legislation, policy and agency mandates as required.

The provincial government Spokesperson and alternate will abide by the Ground Rules, respect local interests, participate in good faith, and strive to achieve consensus.

5.3 Maintaining a Continuity of Representation

First Nations and sectors will strive to maintain a continuity of representation in the LRMP process. Should a gap in representation develop due to the departure of a Table Member, the Process Manager will contact the First Nation or sector caucus to clarify the reasons for the departure and facilitate the return or replacement of the Table Member.

If a First Nation or sector Spokesperson departs from the process, it is expected that the Alternate will assume the role of Spokesperson either on a permanent basis or an acting basis until a suitable replacement is found. If the Alternate assumes the role of Spokesperson, it is expected that a new Alternate will be selected.

In general, it will be more difficult to bring a new member to the Table later in the process.

In the event that Table Members or alternates are replaced, incoming individuals will be required to:

?? abide by the Ground Rules;

?? become familiar with past work completed by the Table; and

?? accept agreements previously made by the Table.

If a First Nation or sector is unable to maintain its presence at the Table (e.g., the Spokesperson and Alternate have departed and replacements have not been identified), The Process Manager will work with the First Nation or sector to identify a suitable remedy including aligning the interests of the First Nation or sector with another First Nation or sector at the Table.

5.4 Adherence to Ground Rules and Terms of Reference

Table Members will strive to abide by the Terms of Reference and Ground Rules. In cases where a Table Member is not able or willing to abide by the Terms of Reference or Ground Rules, the Facilitator or Process Manager will discuss the matter with the Table Member and seek to identify an appropriate remedy. If the Table Member continues to not abide by the Terms of Reference or Ground Rules, the Facilitator or Process Manager will discuss the issue with the First Nation or sector caucus in an effort to seek a remedy. If no remedy is found or the Table Member continues to not abide by the Terms of Reference or Ground Rules, the Table Member may suspended from the LRMP Table.

The above procedure may also be applied if the Spokesperson and Alternate for a First Nation or sector fail to attend meetings on a regular basis (i.e., more than two consecutive meetings).

5.5 General Public, Observers and Invited Guests

The Morice LRMP is a public process and all Table meetings will be open to the public in accordance with the following procedures:

?? all meetings of the Table shall be advertised in advance;

?? members of the public may attend meetings as observers;

?? members of the public will be encouraged to forward their interests to the appropriate sector at the Table;

?? observers will be given an opportunity to direct questions or comments to the Table at designated times during each meeting. Observer comments will be directed through the open chair and will be limited to five minutes each. Requests for presentations will be made through the Process Manager or Facilitator;

?? prior to consensus on the LRMP document being formalised and submission of the document to government, local open houses will be arranged. Where necessary, other local open houses will be arranged periodically to provide an opportunity for ongoing input; and

?? copies of meeting notices, meeting agendas and meeting summaries and other information provided to members shall be routinely placed on an internet web site for the LRMP for distribution to members and an the public.

Technical experts including representatives from government agencies (including federal agencies) may be invited to make presentations to the Table on specific issues or topics related to the completion of the LRMP. Requests for presentations should be brought forward during Table meetings so that they may be appropriately integrated into the LRMP work plan and meeting agendas. Logistical arrangements for technical presentations will be coordinated through the Process Manager. Technical presentations will be clear and concise and presented in lay terms.

6. PROCESS SUPPORT

6.1 Role of the Process Manager

The Process Manager will be responsible for coordinating the broad process design and providing leadership and support on procedural items to facilitate effective resolution of land use issues at the planning table. Specific responsibilities will include:

?? provide support to the Table and First Nations and sectors on procedural items;

?? prepare and distribute agendas and meeting summaries and supporting documentation related to the LRMP process;

?? prepare and implement a communication plan for the LRMP (newsletters, open houses, media contact, web site, etc.);

?? co-ordinate activities of the Process Team and the Government Technical Team;

?? provide advice to the Table on government's corporate direction and policy;

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[5] Occupants of the "open chair" will not participate in consensus decisions at the LRMP Table.

?? act as a communication link on procedural issues between the Table and the MSRM;

?? manage government-to-government discussions with First Nations;

?? liaise with federal and local government agencies to provide clarification on legislation and policy;

?? coordinate involvement in the LRMP with participating First Nations and sectors;

?? coordinate public involvement; and

?? manage the LRMP budget.

6.2 Role of the Facilitator

The Facilitator will:

?? chair Table meetings;

?? ensure that Ground Rules are followed;

?? encourage a co-operative atmosphere among participants;

?? ensure that all Table Members are given an equal opportunity to speak;

?? assist with the development of a work plan, schedule meetings and ensure that work plan objectives are met;

?? provide process orientated training to participants as required;

?? assist Table Members in communicating issues and interests;

?? assist Table Members in negotiations;

?? confirm when consensus is reached (as per section 2.2); and

?? assist Table Members in reaching consensus on a final package of land and resource management recommendations to be forwarded to the MSRM.

6.3 Role of the Government Technical Team

The Government Technical Team (GTT) will support the Table by providing neutral, science-based technical and policy analysis. Information provided by the GTT may include inventories or technical analysis (i.e., analysis that is data and/or expertise driven).

Data management needs will be handled in accordance with the following procedures:

?? all data requests from First Nations and/or sectors should be addressed through the Table to the Process Team;

?? if a First Nation or sector requires clarification on data availability between Table meetings they may contact the Technical Team Coordinator;

?? First Nations and sectors are encouraged to utilize existing resources (Map atlas) and efficient delivery mechanisms (web page, store front computer, digital format) prior to requesting new information;

?? the Technical Team will work in concert with Table Members to ensure that requests for information are appropriate to the needs of the planning process in order to ensure efficient use of resources;

?? data requests will be prioritized based on the order in which the requests are received and timeliness with respect to need to support decisions at the table; and

?? map products will be available in several formats:
  - paper maps at 1:250,000 (36x48 in)
  - paper maps at 1:1,000,000 (17 x11 in)
  - plotfiles in pdf format (CD or webpage)
  - digital thematic layers in .e00 format (CD or webpage).

7. WORKING GROUPS

The Table may establish working groups to address specific issues or complete specific tasks. The Table will decide on the need for a Working Group and will specify the terms of reference (i.e., task, time line, deliverables, etc.). Working Groups will strive for a balance of representation among participating First Nations and sectors. Working Groups may include sector Spokespersons, Alternates or other members of sector caucuses. Working Groups will:

?? abide by the Terms of Reference and Ground Rules;

?? be assigned specific tasks and have defined membership;

?? be chaired by a member of the Process Team or Government Technical Team; and

?? document consensus recommendations (including key discussion points) to be presented to the Table.

The Facilitator will ensure that sufficient time is included on agendas to allow for reporting and discussion on recommendations developed by Working Groups.

LRMP recommendations developed by Working Groups must be endorsed by the LRMP Table.

7.1 Procedural Working Group

A procedural Working Group may be established to provide recommendations to the Table on procedural issues including proposed changes to the Ground Rules.

8. MEETING PROCEDURES

Table meetings will be open to all members of the public.

8.1 Meeting Times and Locations

In scheduling meetings, the Table will:

?? consider the work that must be completed;

?? start and finish meetings on time;

?? maintain a balance between LRMP time commitments and personal commitments;

?? respect travel requirements of Table Members; and

?? respect seasonal availability of Table Members.

All LRMP Table meetings will be held within the plan area unless otherwise agreed to by the Table.

8.2 Meeting Summaries and Agendas

The Process Team will be responsible for preparing meeting summaries and agendas. Meeting summaries will describe the issues discussed, key points raised during discussions, agreements reached, and any action items. Where Table Members express significant dissent regarding a proposed agreement, that dissent will be recorded.

At the close of the meetings, action items will be summarized along with agenda items for the next meeting (including major topics of discussion and expected decisions).

The first item of business at each meeting shall be a review and approval of the draft agenda. The second item of business at each meeting shall be a review and approval of the draft meeting summary prepared for the previous meeting.

The Process Manager will distribute meeting summaries and agendas within two weeks after Table meetings. Distribution will be by e-mail, fax or mail to Spokespersons and Alternates. Minutes will also be posted on the LRMP web site.

8.3 Rumour Check

At the beginning of each meeting a "rumour check" will be included as a standing agenda item where Table Members will have the opportunity to briefly share relevant information with the Table or to seek clarification on rumours they have heard. If topics raised during rumour check evolve into lengthy discussions, the Facilitator may recommend that the item be followed up away from the Table or be scheduled as a future agenda item.

8.4 Information Sharing

Table Members who wish to share LRMP related information with other Table Members will endeavour to share it with all Table Members. Information can be distributed by making copies available on the information table at LRMP meetings. Table Members will have an opportunity at the beginning of each meeting to inform other Table Members about information that has been made available. If there is a requirement to distribute information to other Table Members between meetings this may be coordinated through the Process Manager.

8.5 Participant Assistance

MSRM will cover the normal Table or working group meeting participation costs of up to two Table Members (spokesperson and one alternate) in accordance with government's participant funding guidelines. (See Participant Assistance Procedures for further information.) Attendance at a Table meeting by other members of a sector will occur at the expense of that sector.

MSRM will consider covering reasonable costs (up to $300.00 per annum per sector) incurred by a sector related to organization and distribution of information, administration costs, and costs of in-sector meetings directly associated with its work on the LRMP. Requests to cover such costs must be provided in advance to the Process Manager for prior approval.

MSRM reserves the right to refuse reimbursement of participant costs where the claimant has been absent from the meetings for which they are seeking reimbursement. Where a dispute arises, the record of meeting attendance will be used by the Process Manager as the basis for a decision.

9. MEDIA AND PUBLIC COMMUNICATION

The Process Manager will be responsible for formal LRMP Table communications including information updates, open houses, and posting information on the internet web site.

Table members will ensure that their representations to the media are respectful of others and are supportive of the process. Table members will describe their points of view as interests rather than positions and will not discuss, criticize or discredit the views of other participants in the process.

If a Table member has a concern with the LRMP process or the way in which issues are being addressed within the process, the member will bring his/her concerns forward to the LRMP Table for resolution rather than expressing them publicly.

The Process Manager will be the government contact for all media inquiries.

ATTACHMENT 1 - MORICE LRMP TABLE MEMBERSHIP

Sector/First Nation/ Gov't Agency	**Spokesperson**	**Alternate(s)**
Local/Regional Government		
Forest Licensees		
Labour		
Mining		
Agriculture/Ranching		
Tourism		
Non-motorized / Wilderness Recreation		
Motorized Recreation		
Conservation/Environment		
Small Business/ Contract Loggers/ Woodlots		
Fish and Fish Habitat		
Guide Outfitters/Trappers		
Local Sustainability		
Wildlife/Wildlife Habitat		
Office of the Wet'suwet'en		
Lake Babine Nation		
Provincial Government		

ATTACHMENT 2 - TABLE MEMBER SIGNATURE PAGE

The Morice LRMP Ground Rules have been endorsed by all participating First Nations and sectors effective November __, 2002.

First Nation/Sector/Government Agency	**Table Member**
Local/Regional Government	
Forest Licensees	
Labour	
Mining	
Agriculture/Ranching	
Tourism	
Non-motorized / Wilderness Recreation	
Motorized Recreation	
Conservation/Environment	
Small Business/ Contract Loggers/Woodlots	
Fish and Fish Habitat	
Guide Outfitters/Trappers	
Local Sustainability	
Wildlife/Wildlife Habitat	
Office of the Wet'suwet'en	
Lake Babine Nation	
Provincial Government	

Section 4 Work Plan

In this Section:

- ✍ Work Plan Table

The work plan details the steps that are required to complete the Morice LRMP process. The work plan is an extension of the 'milestones' described in the Terms of Reference (Section 3). It is important to recognize that some steps in the process are not as linear as they appear. The work plan provides a guide on how the process will proceed, but it may change in response to the needs of the planning process.

The work plan is structured to show tasks that are the responsibility of the government team, the Table, and the economic development working group at each stage of the planning process. The planning process will rely on the main Table to undertake substantive discussions and negotiations. The government technical team (GTT) will provide neutral and scientific data and analysis of data to the main table to support the process, as described in Section 5.

Meeting #	Meeting Objectives	GTT Activities	Main Table Activities	Economic Development Working Group
1 Oct 4/5 2002	**Convene planning table** Introductions LRMP approach and work plan Principles of interest based negotiation Develop process ground rules Review issues and interests Introduce economic development framework	Present Background Report	Terms of reference (TOR) presented Confirm LRMP approach and work plan Introduction to the concept of interest based negotiations Brainstorming vision and goals Review ground rules and work plan Brain storming issues and interests	
2 Nov 14/15/16 2002	**Confirm vision and approach** Finalize ground rules Confirm work plan Establish economic development working group Identify issues and develop visions and goals Begin work on GMD Prepare for cross cultural training	Resource overview presentation Presentation on "The provincial context of the Morice plan area" Results based code presentation Resource theme overview presentations for: ?? Timber ?? Protected areas ?? Settlement ?? Cultural heritage	Endorse ground rules Confirm work plan Confirm vision and goals Interest statements/facilitated discussions of interests for: ?? Timber ?? Protected areas ?? Settlement ?? Cultural heritage	Establish economic development working group and plan first meeting

Meeting #	Meeting Objectives	GTT Activities	Main Table Activities	Economic-Development Working Group
3 Dec 6/7 2002	**Develop General Management Direction (GMD) objectives and economic development action plan** Continued work on GMD ?Resource theme overview presentations ?Interest statements / facilitated discussion of interests ?Resource analyses and GMD presentations Continued development of an economic development action plan	Present resource analyses and draft preliminary GMD for: ?Timber ?Protected areas ?Settlement ?Cultural heritage Resource theme overview presentations for: ?Subsurface resources ?Agriculture/Range ?Botanical forest products	Interest statements/facilitated discussions of interests for: ?Subsurface resources ?Agriculture/Range ?Botanical forest products Review resource maps and background reports	Build economic development action plan and forward recommendations to LRMP for integration into land use direction.
4 Jan 17/18 2003	**Develop (GMD) objectives and economic development action plan** Continued work on GMD ?Resource theme overview presentations ?Interest statements / facilitated discussion of interests ?Resource analyses and GMD presentations ?Finalize draft GMD from meeting #3 Continued development of an economic development action plan	Present resource analyses and draft preliminary GMD for: ?Subsurface resources ?Agriculture/Range ?Botanical forest products Resource theme overview presentations for: ?Recreation ?Tourism ?Fish/aquatic habitat ?Visual Quality	Interest statements / facilitated discussions of interests for: ?Recreation ?Tourism ?Fish/aquatic habitat ?Visual Quality Finalize draft GMD from meeting #3 Review resource maps and background reports	Build economic development action plan and forward recommendations to LRMP for integration into land use direction.

Meeting #	Meeting Objectives	Government Technical Team (GTT) Activities	Main Table Activities	Economic-Development Working Group
5 Feb 14/15 2003	**Develop GMD objectives and economic development action plan** Continued work on GMD ?Resource theme overview presentations ?Interest statements / facilitated discussion of interests ?Resource analyses and GMD presentations ?Finalize draft GMD from meeting #4 Continued development of an economic development action plan	Present resource analyses and draft preliminary GMD for: ?Recreation ?Tourism ?Fish/aquatic habitat ?Visual Quality Resource theme overview presentations for: ?Wildlife ?Biodiversity ?Riparian ?Hunting/guide outfitting/trapping ?Access ?Water (quantity & quality) [4]	Interest statements / facilitated discussions of interests for: ?Wildlife ?Biodiversity ?Riparian ?Hunting/guide outfitting/trapping ?Access ?Water (quantity & quality) Finalize draft GMD from meeting #4 Review resource maps and background reports	Build economic development action plan and forward recommendations to LRMP for integration into land use direction.
6 March 7/8 2003	**Develop GMD objectives and economic development action plan** Continued work on GMD ?Resource theme overview presentations ?Interest statements / facilitated discussion of interests ?Resource analyses and GMD presentations ?Finalize draft GMD from meeting #5	Present resource analyses and draft preliminary GMD for: ?Biodiversity ?Wildlife ?Riparian ?Hunting/guide outfitting /trapping ?Access ?Water (quantity & quality)	Finalize draft GMD from meeting #5 Review resource maps and background reports	Build economic development action plan and forward recommendations to LRMP for integration into land use direction.

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[4] The water resource will be incorporated within other resource themes; management direction wll be developed as required within those themes. The purpose of including water as a separate resource theme at this stage is to ensure that all issues related to water are addressed in an integrated and comprehensive manner.

Meeting #	Meeting Objectives	Government Technical Team (GTT) Activities	Main Table Activities	Economic-Development Working Group
7 April 4/5 2003	**Scenario Development** Finalize draft GMD from meeting #6 Introduce discussion on area specific direction Build agreement on draft GMD	Introduce single scenario concept and area specific management direction[5].	Finalize draft GMD from meeting #6 Review resource maps and background reports Review and refine draft GMD, including area specific management direction	Build economic development action plan and forward recommendations to LRMP for integration into land use direction.
8 May 9/10 2003	**Scenario Development** Build agreement on area specific direction Build agreement on draft GMD	Continue scenario development and analysis, including area specific management direction.	Review and refine draft GMD, including area specific management direction	Build economic development action plan and forward recommendations to LRMP for integration into land use direction.
9 June 20/21 2003	**Scenario Development** Present LRMP base case[6], including socio-economic analysis Present draft economic-development action plan Finalize draft package on GMD, including area specific management direction	Continue scenario development and analysis including area specific management direction. Present LRMP base case including socio-economic analysis	Finalize draft package on GMD, including area specific management direction	Draft economic-development action plan
Summer Break, July/August – Scenario Analysis				

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[5] Area specific management includes management of protected areas.

[6] The LRMP base case is the default land and management regime that is most likely to be in place in the absence of a strategic plan.

Meeting #	Meeting Objectives	Government Technical Team (GTT) Activities	Main Table Activities	Economic-Development Working Group
10 Sept 12/13 2003	**Negotiate agreement**	Present scenario analysis	Discuss and review draft package of GMD, area specific direction and protected areas in light of summer scenario analysis	
11 Oct-Dec 2003	**Negotiate agreement**	Public review (October)	Undertake discussions leading to ratification Participate in public review	
12 Nov 14/15 2003	**Negotiate agreement**		Undertake discussions leading to ratification	
Dec 5/6 or 12/13 2003	**Negotiate agreement**		Undertake discussions leading to ratification	
14 Feb 2004	**Ratify Agreement** (hold meeting if needed)			
March 2004	**Public review** (open houses)			

Section 5 Roles and Responsibilities of Government Agencies

1. Structure of the Government Team

The Ministry of Sustainable Resource Management will be responsible for leading the Morice LRMP process. This role will include:

?? project leadership;
?? provincial government liaison;
?? technical advice;
?? information coordination and management;
?? public and stakeholder communication;
?? management of the partnership agreement with Innovative Forest Practices Agreement (IFPA) license holders;
?? management of participation agreements with First Nations;
?? management of the stakeholder participation process;
?? representation of provincial interests; and
?? preparation of the LRMP planning document.

In this Section:

Structure of the Government Team

✍ Process Team
✍ Communications Team
✍ Economic Development Team
✍ Structure of the Government Technical Team

Inserted Documents:

✍ Morice LRMP Preparatory Phase Project Overview
✍ Morice LRMP Sector Guidelines
✍ Morice LRMP Steps for Sector Organization

A government team has been assembled to oversee and support the Morice LRMP process. As shown in Figure 2, the government team is comprised of a process team, a technical team, a communications team and an economic development team under the leadership/direction of a process manager. The government team members are listed in Table 2.

Figure 2. Make up of the Government Team

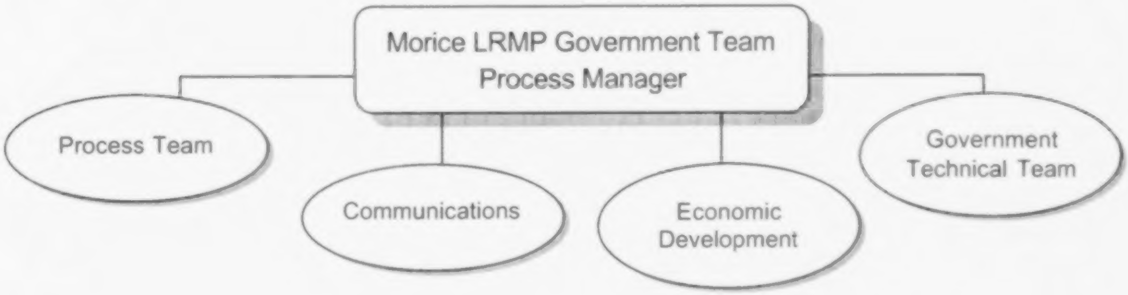

Table 2. Government Team Members

Member	Role
Shelley Browne	Communications coordinator
Bob Copley	Mapping and Inventory/Visual Resource Specialist
William Elliott	GIS Analyst
Bobby Love	Economic Development Officer
Mary Lou Mallot	Minerals/subsurface Resource Specialist
Sharon Marr	Forestry Specialist
Ian Mclachlan	Economist
Geoff Recknell	Technical Team Coordinator
Dave Riendeau	Agriculture/range Specialist
Anna Regnier	Planning Specialist
Liz Saunders	Inventory Specialist/logistics
Jim Senka	Tourism and Recreation Specialist
John Stadt	Wildlife and Biodiversity Specialist
Elizabeth Zweck	Process Manager

Process facilitation is provided by Stuart Gale and Gary Runka.

1.2 Process Team

The process team will design and manage the process including the public planning component. The team will be responsible for the following:

?? consulting with First Nations, local government and stakeholders in designing the public participation model[7];

?? developing participation agreements with First Nations, developing partnerships with the Morice IFPA;

?? preparing the terms of reference (Section 3);

?? developing the process work plan (Section 4); and

?? managing the public communication process.

1.3 Communications Team

The communications team has developed a Communication Strategy to keep the general public apprised of the LRMP. Communications may occur through a web site[8], occasional articles in the media both within the plan area and in adjacent communities, publication of a newsletter that is distributed within the plan area and in adjacent communities, and/or open houses at key points during the planning process.

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[7] Design of the public participation model is described in three separate documents: *Morice LRMP Preparatory Phase Project Overview (May 14, 2002), Morice LRMP Sector Guidelines (June 4, 2002)* and, *Morice LRMP Steps for Sector Organization (June 24, 2002)* – these documents are included at the end of this section.

[8] The Morice LRMP web site can be found at: http://www.luco.gov.bc.ca/lrmp/morice/

1.4 Economic Development Team

The economic development team is responsible for coordinating the activities of the economic development working group. The economic development working group will work in parallel with the LRMP Table to develop and economic development action plan for the Morice plan area.

1.5 Structure of the Government Technical Team (GTT)

The Government Technical Team (GTT) is largely composed of members from the Ministry of Sustainable Resource Management and from other ministries with jurisdiction and/or technical expertise and knowledge of agency policy, legislation and management practices related to management of land and resources within the Plan Area. The GTT, through a Technical Coordinator reports to the LRMP Process Manager.

The GTT is an integral part of the LRMP process. Its members support decision-making at the table through provision of neutral scientific, technical and policy analysis. Information generated by the GTT will be provided through the public process to all governments and stakeholders involved in the LRMP.

GTT are not members of the planning table but may be asked to participate in LRMP Table meetings to provide technical advice and assistance in support of consensus building.

The primary responsibility of the GTT is to provide neutral scientific, technical and policy analysis to all participants at the LRMP Table and to support First Nations in their related planning activities. In order to achieve this, the GTT will:

?? Undertake research and analyses that includes a partnership with the Morice IFPA and liasing with the Multiple Accounts consultants to ensure provision of comprehensive inventories, socio-economic and natural resource analysis, spatial analysis of the plan area, and environmental risk assessment.

?? When requested by the planning Table, respond to questions of a technical or analytical nature.

?? Liase with other resource agencies on policy issues and stakeholder interests.

?? Develop draft planning products required by the Table for review and discussion by Government and the Table.

?? Undertake special projects as requested by the Process Team or the Table.

?? Provide a final resource analysis of LRMP recommendations to be used by Government in the approval of the LRMP.

?? Work together to ensure a corporate understanding of issues (as they relate to information and analysis) prior to taking information to the LRMP Table.

The GTT will maintain ongoing contact with other technical planning processes that are providing information to the LRMP Table. The GTT will also facilitate additional information development by coordinating and collating analyses provided by the IFPA, First Nations and stakeholders.

Insert 5-1:

"Morice LRMP Preparatory Phase Project Overview"
May 14, 2002

BRITISH
COLUMBIA

May 14, 2002

Morice LRMP Preparatory Phase

Project Overview

Ministry of Sustainable
Resource Management

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Purpose

The Ministry of Sustainable Resource Management (MSRM) has identified the completion of a land and resource management plan (LRMP) for the Morice area as a priority. This document describes the preparatory stage for the Morice LRMP.

The purpose of LRMP-scale planning is to enhance sustainable economic development in a way that balances competing uses and values and sustains environmental values by establishing a comprehensive and balanced land use vision, including land use zoning and management direction for a full range of resource values.

The provincial government has recently announced a shift in land use planning that provides greater government leadership and improved certainty for resource communities. The new focus will produce comprehensive strategic land and resource management plans through a quicker more flexible process. This new approach to land use planning is designed to ensure economic prosperity, environmental quality and social equity. Based on this new approach LRMPs will aim to:

- create prosperity based on the Crown's land and water resources in both economic development and community terms;
- stimulate resource-based economic development;
- provide certainty and consider the needs of people who live in the area;
- include greater involvement of First Nations; and
- sustain environmental values.

The LRMP process will provide an opportunity for interested stakeholders, the province, First Nations and other levels of government to negotiate recommendations on land use and resource management at a regional or sub-regional level. It is a form of "strategic" land use planning that develops broad direction for land and resource management. Subsequent, more detailed plans and resource management decisions are expected to be consistent with the direction provided at this strategic level.

The LRMP process will be guided by the following core principles:

- the process must be efficient with respect to both time and cost;
- the process participants must be accountable to society as a whole;
- the process must be designed to meet specific local circumstances;
- all parties with a key interest must be invited to participate; and
- the process will be consensus seeking.

MSRM is seeking to involve all First Nations with traditional territory in the Morice plan area in the LRMP process. The involvement of First Nations will provide an opportunity to address First Nation traditional uses as well as commercial and community uses of the land and water for forestry, tourism and fisheries The proposed Morice LRMP model will incorporate a government to government relationship with First Nations.

MSRM is also exploring the opportunity to develop a data sharing agreement with the Innovative Forest Practice Agreement (IFPA) holders, which should help to reduce both the cost and the time required for completing the LRMP process.

The recommendations developed through the LRMP process will be submitted to the provincial government for approval. The approved plan will provide strategic land and resource management direction for activities on Crown land and water within the Morice planning area. The LRMP will likely include a comprehensive system of land use zoning (including specific management objectives for each zone), general management direction for the entire plan area, and implementation requirements.

In accordance with the MSRM regional service plan, the Morice LRMP will be initiated in the fall of 2002 and completed by December 2003 with final approval by March 2004.

Project Area

The Morice LRMP planning boundary encompasses approximately 1,509,203 hectares in north western British Columbia including 36,455 hectares of private land that will not be included in the LRMP. [1] A map of the Morice LRMP Plan Area is shown Figure 1.

LRMP Products and Decisions

The final product of the LRMP process is a Cabinet approved plan. The planning process is expected to provide consensus recommendations to Cabinet on general management direction for all resource values and resource management zones and associated objectives including proposed protected areas. In addition the LRMP will provide socio-economic objectives for the plan area, including strategies to proactively address community economic development needs that may arise from implementation of the plan. If consensus is not reached through the planning process an LRMP options report will be submitted to Cabinet for a decision.

The final LRMP will consist of a report and maps that document resource management zones and associated objectives for Crown lands and resources, including wildlife habitat recreation, tourism, timber and minerals. The plan will specify the amount of land base that can be used to set resource production levels and targets such as timber supply. Zones and their associated objectives will clearly articulate the intended management direction for the LRMP. This intended direction will be incorporated by agencies into their operational planning and decision-making.

The final LRMP is expected to be a balanced land use plan that accommodates a full range of uses, provides land use certainty and stability for communities and identifies new economic opportunities while ensuring the health and productivity of natural ecosystems. The LRMP should also include adaptive management provisions to address new information and changing social values.

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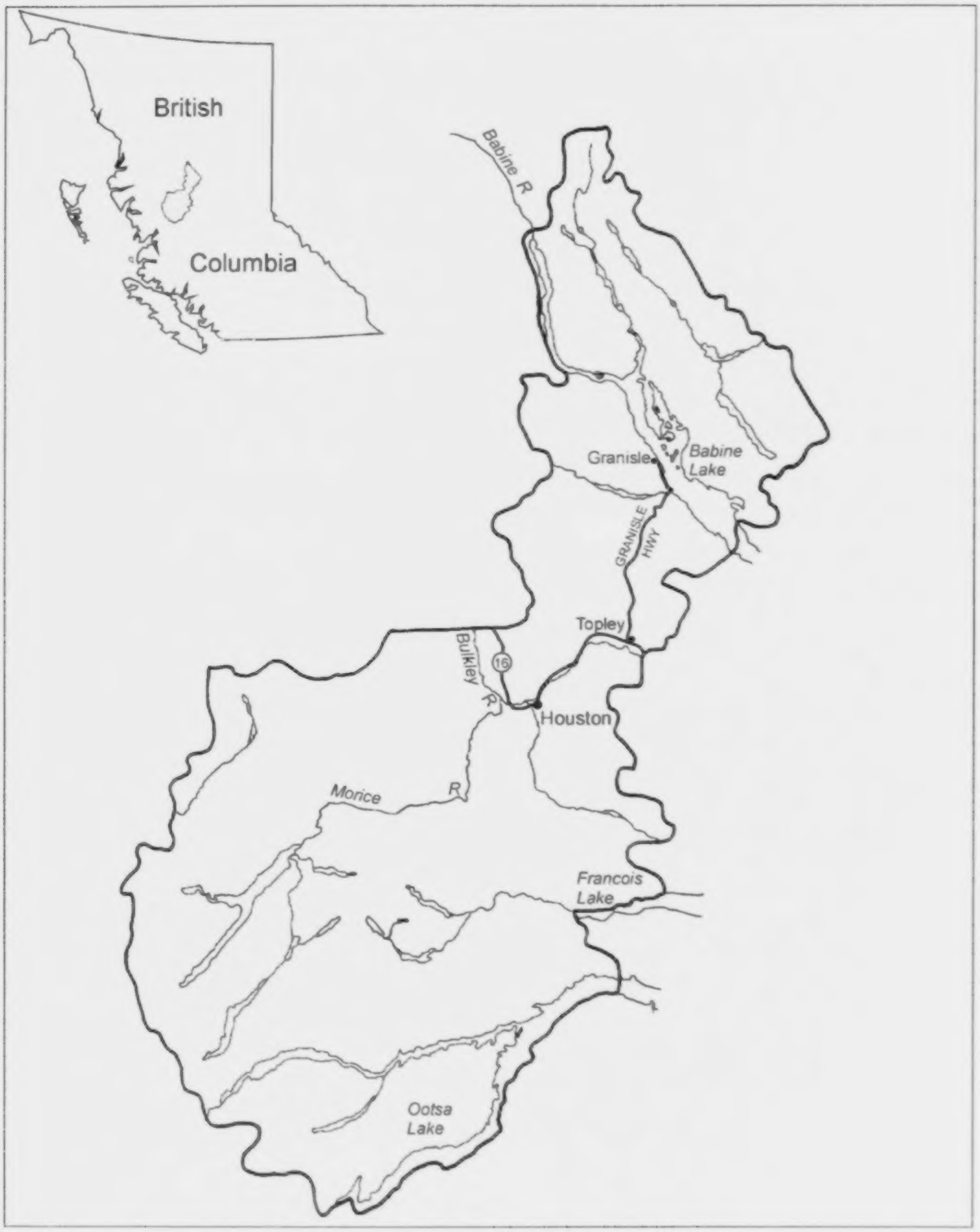
[1] Cabinet has approved the plan area as defined. The land base boundary is defined by TRIM map base heights of land for the Morice Timber Supply Area (TSA). The adjacent LRMP areas for the Bulkley and Lakes TSAs are not TRIM based, and as a result there are small discrepancies in the boundary.

Figure 1: Morice LRMP Plan Area


British
Columbia
Babine R
Granisle
Babine Lake
GRANISLE HWY
Topley
Bulkley R
16
Houston
Morice R
Francois Lake
Ootsa Lake

Preparation and Process Design

The following key elements will be addressed as part of the preparation for the LRMP:

- A government planning team will be established with clearly defined roles and responsibilities.
- Consultation will occur with First Nations and agreements will be completed with those First Nations wishing to participate in the process.
- A partnership regarding data and information management will be developed with the IFPA license holders.
- Information critical to decision-making will be assembled in a central data management facility available for use by a dedicated analytical team.
- Preliminary consultations with stakeholders and participants will be undertaken to identify the key issues of interest.
- A participation model will be established that provides for a balance of interests and ensures that individual participants represent legitimate public and private interests.
- A socioeconomic and environmental base case will be completed that documents technical information on key decision areas, current knowledge of Crown resources and community issues, available information the table may need to make a recommendation, gaps in knowledge, and the status of resources in the plan area.
- Terms of reference (ToR) for the planning process will be developed in consultation with interested parties and approved by government.
- A technical work plan for completing the LRMP – including key products and milestones, critical and firm delivery dates and responsibilities – will be prepared by the government team.
- Issues to be resolved in the plan will be scoped in consultation with stakeholders prior to plan initiation.

The preparatory stage covers the period from September 2001 to August 31, 2002. The preparatory stage will lay the foundation for the initiation of the planning process – including the establishment of the planning table. The second stage – plan development – will be described in a future work plan, and will cover the period from September 1, 2002 to December 31, 2003. A work plan showing key tasks and milestones for the preparatory stage is shown in Appendix 1.

Government Team

The Ministry of Sustainable Resource Management will be responsible for leading the Morice LRMP process. This role will include:

- project leadership;
- provincial government liaison;
- technical advice;
- information coordination and management;
- public and stakeholder communication;
- management of the partnership agreement with IFPA license holders;
- management of participation agreements with First Nations;
- management of the stakeholder participation process;
- representation of provincial interests; and

- preparation of the LRMP planning document.

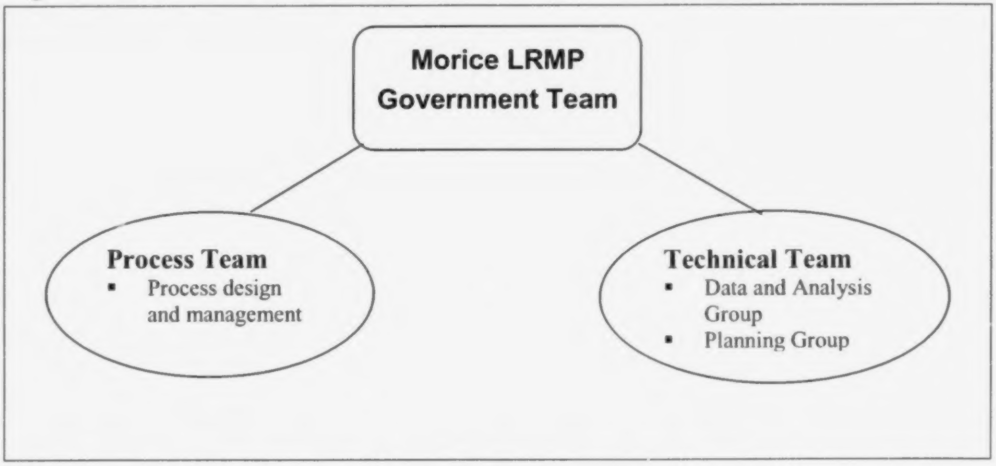
MSRM will represent the interests of the provincial government at the Morice LRMP planning table. Coordination with regard to the interests of other government agencies will be addressed through the Interagency Management Committee.

A government team has been assembled to oversee and support the Morice LRMP process. As shown in Figure 2, the government team is comprised of a process team and a technical team, under the leadership/direction of a project manager.

The process team will design and manage the process including the public planning component. The team will be responsible for consulting with stakeholders to establish a public participation model, developing participation agreements with First Nations, developing partnerships with the IFPA, preparing the terms of reference, developing the process work plan and managing the public communication process.

The role of the technical team will be to provide data, analytical expertise and planning support to the LRMP process. The technical team will be organized into two subgroups: data and analysis and planning. The data and analysis group – in partnership with the IFPA licensees – will be responsible for the collection and management of data and inventories, including data warehousing, and the analysis of data to support the planning process. The planning group will be responsible for the development of planning products including general management direction objectives, resource management zones, and the final LRMP document.

Figure 2: Government Team Structure


Morice LRMP Government Team
Process Team
▪ Process design and management
Technical Team
▪ Data and Analysis Group
▪ Planning Group

First Nations are invited to participate on the Technical Team in accordance with the agreements signed with the provincial government.

A list of the government team members is shown in Figure 3 and a description of the roles and responsibilities of each team members is included in Appendix 2.

Figure 3: Government Team Members

Member	Role
Bob Copley	Technical Team (Data and Analysis Group)
William Elliott	Technical Team (Data and Analysis Group)
Gunter Hoehne	Provincial Government Planning Table Representative
Mary Lou Mallot	Technical Team (Planning Group)
Sharon Marr	Technical Team (Planning Group)
Al Niezen	MSRM Resource Management Division (LRMP Branch)
Jain Peruniak	Technical Team (Planning Group)
Geoff Recknell	Technical Team and Process Team
Anna Regnier	Technical Team (Planning Group) and Process Team
Liz Saunders	Technical Team (Data and Analysis Group) and Process Team
Jim Senka	Technical Team (Planning Group)
John Stadt	Technical Team (Planning Group)
Wet'suwet'en FN (office of)	Technical Team (Data and Analysis Group and Planning Group)
Elizabeth Zweck	Project Manager, Process Team

First Nation Participation

The Morice LRMP team has been in discussion with First Nations in the plan area regarding government-to-government participation in the LRMP process. Under the framework for participation First Nations will establish a Senior Strategic Forum to define principles, anticipated scope and outcomes of the Morice LRMP process. Land use recommendations will be developed in an inclusive planning forum (i.e. planning table) in which First Nations, the provincial government, communities and stakeholders are all participants. Where First Nations cannot agree to a recommendation from the planning table, the Senior Strategic Forum will attempt to resolve the outstanding matter directly with the provincial government.

Negotiations regarding participation in the Morice LRMP process are underway with The Office of the Wet'suwet'en – the largest First Nation in the plan area. Under the terms of the negotiation, the Office of the Wet'suwet'en will participate as a member of the government technical team. Negotiations regarding participation have not been undertaken with any of the other First Nations in the Morice plan area, although discussions are ongoing.

Links to the IFPA

The Morice LRMP will link with the Morice/Lakes Innovative Forest Practices Agreement (IFPA) that has been underway over the past three years. A partnership regarding data sharing is being developed between MSRM and the IFPA. This partnership will contribute to data collection, management and analysis, and to the indicator and monitoring approach for the LRMP. There will also be ongoing communication and collaboration between members of the government team and the IFPA Public Advisory Group during the preparation and plan development stages of the LRMP.

Data Management

The partnership agreement with IFPA license holders will include arrangements for shared data collection and data management through the development of a public/private data warehouse. The warehouse will function as a data repository and a data server for both the Morice LRMP and the IFPA, and the partners will include government, First Nations and the IFPA licensees.

Data warehousing through a common repository will facilitate the use of common standards and reduce or eliminate replicate data. This in turn will reduce costs for conducting data intensive projects, facilitate sharing of costly data, increase the transparency of the LRMP and other strategic land use planning processes, provide for easier replication of projects, and provide a data legacy for future information based processes for both government and industry.

Inventories and analyses to support the LRMP will be based on the best information available.

Public Participation

The Morice LRMP will be a consensus-seeking public planning process led by the Ministry of Sustainable Resource Management. The process will be designed to ensure that all key interests are represented and all stakeholders with an interest in the Morice area will be encouraged to become involved. The process will recognize the unique local circumstances of the area including the substantial contribution that the IFPA public advisory group (PAG) has made to the knowledge base for the plan area over the past two years.

The public participation model for the Morice LRMP will be a multi-stakeholder planning table with representation from approximately 15 sectors. This model is consistent with the provincial government's new direction for LRMPs and reflects the advice provided by a number of stakeholders during process design consultations. Sectors will organize themselves into defined caucuses and recruit planning table representatives who have good interest-based negotiation skills and/or interpersonal skills. The planning table – including sector representatives – will be established prior to the commencement of the LRMP.

The government technical team will support the deliberations of the table by preparing draft products for its consideration and approval. The planning table will seek to reach consensus on its land use recommendations for government. Training in interest-based negotiation and consensus building will be provided to participants to assist them in reaching consensus. If consensus is not reached, information provided by the planning table will be used to prepare options which will be submitted to government for a final decision.

Socioeconomic Environmental Base Case

Decisions on future land and resource management will be based on social, economic and environmental costs and benefits. A socioeconomic and environmental base case will be prepared prior to the start of the process and will be used as a tool for assessing various land use options developed for the LRMP. A socioeconomic and environmental assessment will also be prepared to assist with the final decision-making and approval process by government.

Terms of Reference and Work Plan

MSRM will, in consultation with stakeholders, prepare terms of reference and a work plan for completing the LRMP prior to its initiation. The terms of reference will define the products and process for completing the LRMP. The work plan will identify the key phases of the project and the key milestones to be achieved in each phase.

Communication

Communication with local communities and interested stakeholder groups will be a priority during the development of the Morice LRMP. Communication updates will be provided during key points in the process to highlight the achievement of milestones, to provide broader public understanding and to secure additional public input to draft products. Public communication may occur in the form of newsletters, public open houses, and meetings with stakeholders.

Relationship to Other Plans

The Morice LRMP will take into consideration the information and products produced by existing planning processes underway within the plan area. Once approved, the LRMP will provide direction to future local plans, and could also result in modifications to existing local plans. An example of an existing and ongoing planning processes is the sustainable forest management plan (SFMP) being developed as part of the Morice/Lakes IFPA. The SFMP – which is being developed by forest licensees and the IFPA Public Advisory Group – will identify values and goals for sustainable forest management as well as specify objectives for achieving the goals and performance indicators to determine whether desired results have been met. Other examples of existing local plans and planning processes include:

- The Morice River Local Resource Use Plan (LRUP) (1992) contains management guidelines to address a variety of resource values along the river.
- The Nadina LRUP (1993) provides management guidelines for sub-basins that comprise the Nadina watershed. Based on information from the LRUP process, a Nadina River Interior Watershed Assessment Procedure was undertaken in 1998 and a Round Table formed to provide recommendations on the outcome.
- The Whitesail Landscape Unit Plan (incomplete). The Morice Forest District used the information in the Whitesail Integrated Resource Management Unit Plan in (1994) to develop a draft landscape unit plan for the area in 1996 as part of a provincial pilot in landscape unit planning.
- Bulkley River Angling Use Plan (1998) was based on input from anglers, guides, local business people and the Chamber of Commerce.
- The Upper Bulkley River Round Table (initiated in 1997) is a grass-roots planning table whose primary goal is to improve the health of the Upper Bulkley watershed through planning, education and action.

- Skeena River Watershed Fish Sustainability Plan (2002 draft) is a planning process proposed by the BC Ministry of Fisheries, BC Ministry of Water, Land & Air Protection, and Fisheries and Oceans Canada to ensure effective long-term conservation of fish and fish habitat.
- Telkwa Caribou Recovery Plan (1998) was developed through a public consultation process with the goal of working towards enhancing and sustaining a genetically viable population of caribou in the Telkwa Mountains.

Next Steps

A number of important steps have already taken place in preparation for the Morice LRMP. These include:

- discussions with First Nations;
- confirmation of a technical base for planning;
- identification of key stakeholders;
- interviews with key stakeholders including the IFPA PAG; and
- identification of key process principles and design options.

Over the next four months – prior to initiating the LRMP – there are a number of remaining steps that will need to be completed including:

- deliver an LRMP public information session to outline the process design;
- complete participation agreements with First Nations;
- finalize partnership agreements with the IFPA;
- organize table sectors;
- deliver a sector workshop to confirm sector organization and review the project overview;
- substantially complete data collection and development of data warehouse and preparation of a data atlas; and
- complete the socioeconomic and environmental base case.

The timetable and tasks for completing preparations for the LRMP are outlined in Appendix 1.

Appendix 1 – Work Plan for LRMP Preparation

Stage	Products / Decisions	Completion Date
Confirm Resources and Participation	- Establish government team	May 30, 2002
	- Prepare work plan budget	
	- Establish Partnership Agreement with Industry	
	- Establish Transfer /Participation Agreements with FNs	
	- Deliver LRMP orientation workshop for government team	
	- Prepare communication strategy	
Information Gathering	- Complete essential inventories	June 30, 2002
	- Design and stock data warehouse	
	- Government team project familiarization	
	- Compile resource issues and concerns	
	- Identify and review indicators	
Process Design	- Develop process design	July 15, 2002
	- Seek Ministerial approval of process model	
	- Undertake public consultation on process model	
Preparation for Public Participation	- Official announcement of LRMP	August 30, 2002
	- Deliver public LRMP orientation workshop / training session	
	- Organize sectors and representatives	
	- Develop TOR/Ground rules for table	
	- Identify and research preliminary resource values to address at the table	
	- Initiate a Socio-Economic Analysis	
	- Prepare a participants handbook	

Appendix 2 – Government Team: Roles and Responsibilities

The Government Team will be responsible for managing and coordinating the LRMP process and for conducting analyses and developing draft products to support the completion of the plan within the designated 18-month time schedule.

The Government Team includes 13 representatives from the Ministry of Sustainable Resource Management and one representative from the Office of the Wet'suwet'en.[2] The Government Team has been structured to include two sub-teams: a Government Process Team (GPT) and a Government Technical Team (GTT). Individual team members have been assigned to one or more of these sub-teams based on their skills and previous experience.

A summary of the roles ands responsibilities for each of the team members is as follows.

Bob Copley, Technical Team (Data and Analysis Group)

Bob will serve as an inventory specialist for the Data and Analysis Group on the Technical Team and will be responsible for:

- providing technical expertise on recreation features inventories, Recreation Opportunity Spectrum, visual resource inventories and tourism inventories
- assisting with recreation/tourism scenario development
- supporting recreation/tourism data analysis
- assisting with the production of non-GIS map/display products.

William Elliott, Technical Team (Data and Analysis Group)

William will serve as the LRMP analyst for the Data and Analysis Group on the Technical Team and will be responsible for:

- establishing, managing and maintaining the Morice LRMP data warehouse
- maintaining liaison between the LRMP and the IFPA for the Data Sharing Partnership in areas pertaining to data
- providing technical guidance and leadership on data management, analysis and map production
- assisting the GTT in scoping and developing a Schedule 'B' for the Data Sharing Agreement between MSRM, the IFPA and the Office of the Wet'suweten.

Andrew George, Technical Team (Data and Analysis Group)

Andrew will serve as the Office of the Wet'suwet'en representative for the Data and Analysis Group and Planning Group on the Technical Team.

Gunter Hoehne, Provincial Government Planning Table Representative

Gunter will serve as the provincial government representative at the LRMP planning table.

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[2] Additional First Nation representatives may join the team as partnership agreements for participation in the LRMP process are concluded.

Mary Lou Mallot, Technical Team (Planning Group)
Mary Lou will serve as a strategic planning mineral specialist for the Planning Group on the Technical Team and will be responsible for:

- assembling mineral and energy inventories
- working with the GIS staff to prepare appropriate visual aids and maps
- presenting mineral and energy information to the planning group
- responding to queries about mineral and energy values
- preparing resource analyses as part of the Socio-Economic and Environmental Analyses completed for the Planning Group
- working as part of the GTT in writing the LRMP document.

Sharon Marr, Technical Team (Planning Group)
Sharon will serve as a forest specialist for the Planning Group on the Technical Team and will be responsible for:

- assisting the LRMP planning table in understanding forestry-related information
- ensuring that objectives relating to forestry are meaningful, implementable and measurable
- assisting with technical writing.

Al Niezen
Al will serve as headquarters contact for the Process Team and will be responsible for:

- providing advice and clarification on provincial policy matters including policy/legislative changes pertaining to strategic land use planning
- serving as a liaison between the region and headquarters on issues as they arise
- assisting the team in the preparation and/or review of objectives and strategies developed by planning participants
- assisting the Morice LRMP in the approval process leading to a cabinet decision on the recommended document.

Jain Peruniak, Technical Team (Planning Group)
Jain will serve as an economic development specialist for the Planning Group on the Technical Team and will be responsible for:

- assisting with the development of an economic transition plan
- assisting with implementation of the Strategy in the post planning period
- assisting consultants in conducting the socioeconomic and environmental analysis
- delivering economic development initiatives to participating Fist Nations.

Geoff Recknell, Technical Team and Process Team
Geoff will serve as the Technical Team coordinator and as a member for the Process Team. Geoff will be responsible for:

- coordinating and providing leadership to the Data and Analysis Group and Planning Group to support the delivery and development of inventory and mapping projects, analytical tools and LRMP products
- preparing background documents
- coordinating Government Team communications

- assisting with process design
- providing a direct linkage to the Technical Team and LRMP table.

Anna Regnier, Technical Team (Planning Group) and Process Team

Anna will serve as the planning coordinator for the Planning Group on the Technical Team and as a member for the Process Team. Anna will be responsible for

- coordinating the activities of the Planning Group
- representing the Planning Group on the Process Team
- coordinating the preparation of background reports and products to support decision making at the LRMP table by the Planning Group
- coordinating and assisting in the preparation of the LRMP document
- ensuring effective communication of information to/from/within the Planning Group
- assisting in the preparation and updating of work plans, communication strategies and other documents
- assisting in the preparation of external communication to the general public (including public reviews, newsletters, etc.)
- assisting in the preparation of material for internal government communication.

Liz Saunders, Technical Team (Data and Analysis Group) and Process Team

Liz will serve as the data and analysis coordinator of the Data and Analysis Group on the Technical Team and as a member for the Process Team. Liz will be responsible for:

- coordinating the activities of the Data and Analysis Group and liaising with the Planning Group and the IFPA / McGregor Group
- ensuring the integrity of the inventories used in the Morice LRMP
- providing expert local knowledge to the LRMP, IFPA, and the public
- acting as a liaison between the IFPA and the LRMP through membership in the Technical Committees for both groups and as an observer of the Scenario Planning Team and Public Advisory Group of the IFPA.

Jim Senka, Technical Team (Planning Group)

Jim will serve as a strategic planning tourism specialist for the Planning Group on the Technical Team. He will act as a strategic planner and will be responsible for:

- prepare the tourism resource analysis report as required
- assist with tourism data analysis
- work with GIS staff in developing tourism resource maps
- provide support to the LRMP planning table in developing a tourism strategy
- liaise with tourism operators to ensure inventory is complete
- serve as a contact point and resource person for tourism issues

John Stadt, Technical Team (Planning Group)

John will serve as a strategic planning biologist for the Planning Group on the Technical Team and will be responsible for:

- ensuring that ecological data is considered in the process
- assisting in interpreting IFPA data relating to ecosystems and wildlife (this will involve participation on the IFPA Ecosystem Technical Advisory Committee)

- assisting the LRMP planning table in understanding ecological significance and context of various data sets
- assisting in scenario development and providing risk assessments of scenarios on ecosystem and wildlife values
- ensuring that objectives relating to ecosystem integrity and wildlife are biological meaningful, implementable and measurable.

Elizabeth Zweck, Project Manager, Process Team
Elizabeth will serve as project manager for the Morice LRMP and as coordinator of the Process Team. She will be responsible for coordinating the broad process design and providing leadership and support on procedural items to facilitate effective resolution of land use issues at the planning table. Specific responsibilities will include:

- primary external contact with MSRM executive, Skeena IAMC and senior government
- coordinating communications with the general public
- primary responsibility for government-to-government discussions with First Nations
- primary responsibility for local and federal government involvement
- primary responsibility for establishing private/public partnerships
- primary contact for public involvement
- providing advice to the table on government's corporate direction and policy
- budget management.

Insert 5-2:

"Morice LRMP Sector Guidelines"
June 4, 2002

Morice LRMP Sector Guidelines

June 4, 2002

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6. OPERATING PROCEDURES 5

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1. Introduction

The Morice LRMP will be a consensus-seeking public planning process designed to ensure that all key interests are represented. Stakeholder participation will be based on a sectoral model in which individuals and organizations from similar resource values are grouped into sectors. The sectors, rather than the individuals or organizations, will be represented at the table.

The sectoral model will assist in achieving greater process efficiency in discussion at the main table and increase accountability of sectors for the recommendations they make to government through the planning process.

The purpose of the Sector Guidelines document is to assist interested LRMP participants in organizing themselves as participating sectors, establishing operating procedures and selecting a sector representative.

The document includes the following sections:

- Principles
- Role of Sectors
- Preparation for the LRMP
- Selecting a Sector Spokesperson
- Operating Procedures
- Decision-making Process

2. Principles

Participating sectors in the Morice LRMP will aim to:

- Provide a balanced representation of all interests in their sector;
- Support a fair, open and inclusive process;
- Select a representative who is capable of representing the full range of sector interests and is an effective communicator;
- Respect the interests in the sector as well as the interests of other sectors in the LRMP process;
- Act in "good faith" in all aspects of the process; and.
- Aim to achieve consensus on issues being addressed.

3. Role of Sectors

The public participation model for the Morice LRMP will be a consensus-seeking multi-party planning table with representation from approximately 15 sectors. This model will ensure accountability by asking sectors to demonstrate that they are inclusive of all interests, have agreed on processes to ensure comprehensive communication within their sectors, and are prepared to work through consensus to bring the diverse interests and perspectives of their sector to the table.

Given that sectors are often diverse, sector formation can be particularly difficult if people focus on who will be the spokesperson and alternate before they address the broader issues of sectoral organization.

The role of sectors in the Morice LRMP will be to participate in the development of recommendations to the provincial government on general management direction for all resource values and resource management zones and associated objectives including objectives to address community economic development needs related to the implementation of the plan.

Sectors will be required to organize themselves into defined caucuses and select a planning table spokesperson who is able to represent the interests of the sector and who has good interest-based negotiation skills and/or interpersonal skills.

Key questions that need to be considered in sector organization include:

- How will the sector ensure it is inclusive of stakeholders and interests from local, regional and provincial levels?
- How will the different interests within the sector be acknowledged?
- How will sector participants consult and communicate amongst themselves?
- How will the sector achieve and ensure accountability to its own constituents and to the table?
- How will the consensus model of decision making be used?
- How will the interests of people who are not present at sector meetings be included in decision-making?
- How will the sector clarify interests, prepare for meetings, and identify negotiating approaches?
- What criteria should be used to select a table spokesperson and alternate?
- What will the role of the spokesperson and alternate be and what responsibilities will they have to their sector?

4. Preparation for the LRMP

In preparing to participate in the LRMP, sectors will need to go through a number of key steps including:

- Define the broad range of interests the sector will represent in the LRMP;
- Determine key individuals and/or organizations who need to be included as part of the sector;
- Determine the process the sector will use to develop its negotiating strategy and to provide information to sector participants;
- Determine decision-making and dispute resolution process;
- Identify key information requirements and procedures for acquiring information;
- Establish a process for selecting a planning table spokesperson and alternate;
- Select a spokesperson and alternate; and
- Develop a work plan and schedule showing tasks that need to be completed prior to the commencement of the LRMP.

5. Selecting a Sector Spokesperson

It is typically easier for sectors to select a spokesperson and alternate once other aspects of sector organization such as decision-making, dispute resolution and communication have been addressed. Selecting a spokesperson after these issues have been resolved leads to a more constructive and positive experience for sector members and a higher level of ownership about how the sector will function.

In selecting a spokesperson to represent their interests at the planning table, sector participants should look for a candidate who is able to:

- Listen attentively, accurately and respectfully;
- Engender respect and confidence from other participants in the sector and other sector representatives at the planning table;
- Fairly represent all diverse elements of their sector;
- Convey knowledge and understanding of the substantive issues that are important to the sector;
- Understand and communicate the negotiating mandate (including decision-making authority) provided by the sector;
- See the common good over their own particular view of a solution;
- Demonstrate leadership in developing consensus solutions (within the sector and at the planning table);

- Work to build trust, facilitate communication, clarify perceptions and unmask assumptions;
- Shift discussions from positions to underlying interests and communicate the interests of the sector in terms of its needs, desires, concerns and hopes rather than as predetermined solutions;
- Show imagination in devising solutions and making proposals;
- Look for mutually acceptable outcomes that, to the greatest extent possible, meet the joint objectives of all parties;
- Come to the Table well prepared with facts and research; and
- Commit to attend meetings and undertake supportive work as needed.

6. Operating Procedures

Operating procedures will define how sectors will operate once the LRMP planning table has been convened. These procedures will define how the sector will gather necessary information, make decisions and resolve disputes, develop a negotiating strategy, communicate information on the progress on the LRMP and revise the negotiating strategy as required.

Key questions to be considered in the development of operating procedures include:

- How will the sector's negotiating strategy be developed (i.e., what are the key issues that need to be addressed in the LRMP; what are the interests that need to be met in resolving the issues; and what are the options for resolving the issues?)
- How will the sector define the decision making authority of its spokesperson?
- How will the sector communicate progress on the LRMP (including updates on key issues) and solicit input from constituents on the development and refinement of its negotiation strategy?
- How will the sector maintain accountability with its constituents? For example, will it require an advisory group to ensure representation of all members and provide support to the spokesperson and alternate?
- How often will the sector meet and how will meetings be conducted?
- Will the sector prepare basic terms of reference to document its operating procedures?

7. Decision-making Process

Sector participants will aim to reach decisions on the basis of consensus. Consensus is defined as "general agreement by all participants on LRMP recommendations and sector negotiating procedures."

To assist in the consensus process, sectors are encouraged to apply basic principles of interest-based negotiation[1]. To facilitate consensus-based decision-making, sector participants should be encouraged to:

- listen carefully, ask questions and educate themselves regarding the interests of others;
- accept the concerns and goals of others as legitimate;
- state concerns openly and directly and as interests rather than positions;
- share relevant information;
- identify information gaps and options for addressing gaps;
- fully explore issues and clarify options for addressing issues; and
- evaluate options and work co-operatively to develop consensus solutions that accommodate as many interests as possible.

Consensus is not generally required for housekeeping items such as scheduling, meeting dates and locations.

If, after having negotiated in good faith sector participants are unable to reach agreement on a significant issue related to the LRMP, the sector spokesperson may request external mediation assistance from the Government Process team.

The mediator will assist the sector through a structured dispute resolution process. If the impasse is not resolved through this process, the mediator will make recommendations to the Government Team on how best to resolve the issue.

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[1] An orientation to interest-based negotiation will be provided to participants at the LRMP planning table and materials from this session will be available to sectors.

Insert 5-3:

"Morice LRMP Steps for Sector Organization"
June 24, 2002

Morice LRMP

Steps for Sector Organization

June 24, 2002

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1. Introduction

This document is a companion to the "Morice LRMP Sector Guidelines, June 4, 2002".[1]

The purpose of this document is to outline the basic steps required to organize a sector and to select a spokesperson and alternate to represent the sector at the planning table.

The process for organizing sectors should be kept as simple and straight forward as possible.

The primary purpose in organizing sector groups is to:

- identify the key values and broad interests to be represented by the sector;
- identify key individuals/organizations who should be included in the sector;
- discuss how sector members will communicate with one another and with the spokesperson and alternate (e.g., how often they need to meet, whether a small advisory group should be established, etc.);
- agree on a process for consensus decision-making
- select a sector spokesperson and alternate; and
- outline broad roles and responsibilities for the spokesperson and alternate.

2. Principles

Participating sectors in the Morice LRMP will aim to:
Provide a balanced representation of all interests in their sector;
Support a fair, open and inclusive process;
Select a representative who is capable of representing the full range of sector interests and is an effective communicator;
Respect the interests in the sector as well as the interests of other sectors in the LRMP process;
Act in "good faith" in all aspects of the process; and.
Aim to achieve consensus on issues being addressed.

3. Steps for Organizing Sectors

The following steps are intended as guidelines to assist sectors in getting organized and selecting a spokesperson and alternate:

1. Select a coordinator
2. Organize an initial meeting

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[1] This document has been revised slightly from the previous version dated June 7, 2002

3. Prepare meeting agenda
4. Hold meeting and select a spokesperson and alternate
5. Prepare a brief meeting summary (one-page)
6. Schedule a follow-up meeting with the government process team if required.

3.1 Select a Coordinator

Coordinators for each sector were selected at the Morice LRMP Public Orientation Workshop held on June 5. The role of the coordinator is to schedule an initial sector organization meeting and to advise the government process team of the results. Members of the process team will be available to assist coordinators.

Process team contacts include:

- Sara Brocklehurst (Communications and Sector Liaison)
  Telephone: (250) 615-2070
  Email: sjbjoat@telus.net

- Elizabeth Zweck (Process Manager)
  Telephone: (250) 847-7425
  Email: Elizabeth.Zweck@gems3.gov.bc.ca

3.2 Organize Meeting

Key steps for organizing the meeting include:

1. Prepare a list of individuals and/or organizations to be invited
2. Select an appropriate meeting location (local residence, hotel meeting room, business boardroom, etc.)
3. Call two or three key participants to determine a suitable meeting date
4. Schedule meeting (should expect to spend 2 to 3 hours)
5. Contact invitees and advise them of the meeting date and purpose.

3.3 Prepare Agenda

Suggested agenda topics for the meeting include:

1. Review values/interests to be covered by sector
2. Identify others who should be included in sector
3. Discuss how sector members will communicate with each other
4. Agree on consensus decision-making process
5. Select an spokesperson and alternate
6. Outline roles and responsibilities of spokesperson and alternate.

3.4 Hold a Sector Organization Meeting

A sector organization meeting should take approximately two to three hours. The main purpose of the meeting is to define the make-up of the sector, establish basic operating procedures and select a spokesperson and alternate.

3.4.1 Determine Sector Values and Membership

To define the make-up of the sector, participants need to first of all identify the values/interests that the sector will represent at the planning table and then identify key organizations and/or individuals who should be included as part of the sector.

Once the values and broad interests that the sector will represent have been identified, the next step is to determine who, in addition to those who have already expressed an interest in being part of the sector, need to be included. A key consideration in determining sector membership gaps is to identify those organizations and/or individuals whose interests are likely to be significantly affected by the outcome of the LRMP. Consideration of membership should also take into account those from outside of the plan area (i.e., regional and provincial interests). For example, a provincial organization like the Outdoor Recreation Council might have significant interests related to motorized or non-motorized recreation.

3.4.2 Establish General Operating Procedures

General operating procedures include things like:

- How will sector members communicate with each other?
- How often will the sector meet?
- Should the sector establish a small advisory group to provide advice and feedback to the sector spokesperson and alternate?
- What will be the process for consensus decision-making?

Options for communication among sector members include meetings, circulation of written meeting minutes, inclusion on the mailing list for LRMP, email updates, telephone calls/teleconferences, etc.

Prior to the start of the LRMP sectors will need to determine whether they will require additional meetings to complete their preparation. Once the LRMP begins, sector will need to determine how often they need to meet to stay informed about progress and to update their negotiation strategy.

One of the ways for sectors to provide direction to the spokesperson and alternate and to ensure that the full range of interests is being addressed is to form a small advisory committee. The advisory committee would meet more often that the entire sector and would assist the spokesperson and alternate in the development of the sector negotiation strategy.

Determining the process for consensus decision-making will be a key requirement from the outset. This is an area where sectors could spend a considerable amount of time and require assistance from the government process team. Given that the planning table will be developing ground rules including procedures for consensus early on in the LRMP process, it is recommended that sectors not spend a lot of time and effort on developing consensus procedures during the organization stage. The basic requirement is to provide a broad definition of consensus that can be used to support the completion of initial tasks such as selecting a spokesperson and alternate.

A description of consensus procedures and examples of definitions from other processes are included in Appendix 1.

If sectors are unable to reach consensus on organization procedures such as the selection of a spokesperson and alternate, assistance will be available from the Government Process Team.

3.4.3 Select a Spokesperson and Alternate

Once sectors have discussed the make up of their sector and considered general operating procedures, the next step is to select a spokesperson and alternate. Suggestions on the qualities that make a good spokesperson and alternate are included in Appendix 2.

One of the common challenges in selecting a spokesperson is to find an individual who is qualified to represent the full range of interest within the sector. This problem can be addressed in part by trying to select a spokesperson and alternate who are qualified to represent different perspectives within the sector. In the Guide Outfitters/Trapping sector for example it might be possible to have a spokesperson who is qualified to represent the interests of both hunting guides and trappers and an alternate who is able to represent the interests of fishing guides. The same type of approach would likely apply to most other sectors.

3.5 Prepare Meeting Summary

Following the meeting the sector coordinator or spokesperson should prepare a one-page summary indicating who attended the meeting, organizations and/or individuals who were not at the meeting that should be invited to be part of the sector, and key outcomes of the meeting (including process decisions and the selection of a spokesperson and alternate). The summary should be forwarded to the government process team (see contact names above).

3.6 Schedule Meeting with Government Process Team (if required)

If sectors are unable to complete the organization tasks laid out in the steps above, they may request assistance from the government process team.

Appendix 1 – Definitions of Consensus

What is a consensus process?

In a consensus process, those who will be affected by the outcome of a decision participate in developing a solution that accommodates the interests of all. Consensus processes are often described as "joint problem solving" or "shared decision-making". These processes provide an opportunity for participants to bring together diverse interests to develop creative, long lasting and broadly supported decisions.

There is no hard and fast definition for the term "consensus". Usually in a consensus process, participants spend time at the beginning coming to reach agreement on a working definition for consensus along with other procedural issues such as a code of conduct, participation structure, terms of reference, meeting procedures, etc.

While it may be difficult to succinctly define the term consensus, it is not hard to define what consensus is not.

> *Consensus is not Robert's Rules of Orders. It is not a majority voting process*
>
> *Consensus is not a consultation or information-gathering process*
>
> *Consensus in not an adjudication process*
>
> *Consensus in not a binding arbitration process*

Although the definition of consensus may vary from process to process, there is often a high degree of similarity as evidenced by the following examples.

> *Consensus is a process whereby a group makes a decision without voting, that all members can support or, at least, that they can live with. (CDR Associates, Boulder Colorado)*
>
> *Consensus (is) defined as general agreement ... or, conversely no substantial disagreement (on a) decision. (Slocan Valley Pilot Project Ground Rules)*
>
> *Consensus is defined as general agreement or no substantial disagreement by everybody-but-one (Cassiar-Iskut-Stikine LRMP Ground Rules)*

The above definitions tend to describe consensus in terms of a decision or an agreement. It is probably more appropriate, however, to think of consensus in terms of a process, that is how a decision is reached, rather than in terms of its outcome. The following description of consensus provided by Sophie Pierre, Administrator for the Ktunaxa/Kinbasket Tribal Council[2] illustrates how important process is in achieving consensus.

> *Consensus is really very simple. It is the use of your own God-given common sense...*
>
> *It means listening to all sides and then coming to an agreement, or coming to a decision. It may not be exactly the position you started out with, but it is a decision that is good enough for you to live with. It is a decision that has respected and treated everyone as equals...*
>
> *Consensus means ensuring that everyone who is going to be affected be the decision has an opportunity to put in their two cents...*
>
> *...consensus means that people own and take responsibility for the decisions they make. And decisions are made only after everyone is heard.*

---

[2] Exerts from a panel presentation "The Consensus Approach, Decision Making for the Nineties," April 23, 1992, Victoria Conference Centre,

Appendix 2 – Qualities of a Good Sector Spokesperson/Alternate

In selecting a spokesperson to represent their interests at the planning table, sector participants should look for a candidate who is able to:

- Listen attentively, accurately and respectfully;
- Fairly represent all diverse elements of their sector;
- Convey knowledge and understanding of the substantive issues that are important to the sector;
- Understand and communicate the negotiating mandate (including decision-making authority) provided by the sector;
- Engender respect and confidence at the planning table and among sector participants;
- See the common good over their own particular view of a solution;
- Demonstrate leadership in developing consensus solutions (within the sector and at the planning table);
- Work to build trust, facilitate communication, clarify perceptions and unmask assumptions;
- Shift discussions from positions to underlying interests and communicate the interests of the sector in terms of its needs, desires, concerns and hopes rather than as predetermined solutions;
- Show imagination in devising solutions and making proposals;
- Look for mutually acceptable outcomes that, to the greatest extent possible, meet the joint objectives of all parties;
- Come to the Table well prepared with facts and research; and
- Commit to attend meetings and undertake supportive work as needed.

Section 6 LRMP Information and Analysis

In this Section:

✍ Introduction

✍ Building the Knowledge Base, Maps and Reports

✍ Resource Analyses and Socio-Economic and Environmental Assessment

✍ LRMP Decision Support

1. Introduction

Although LRMPs are focused largely on social choices, there exists a strong technical component that supports the recommendation arising from the planning table. LRMPs are intended to be, science-based and consistent with the principles of integrated resource management. Information and analyses provide the basis of technical support to an LRMP table. Two key aspects of technical support are to:

?? provide LRMP participants with a familiarity about the landbase ('building a knowledge base'); and,

?? conduct analyses to estimate the implications of the table's recommendations as compared to the current situation.

2. Building the Knowledge Base: Maps and Reports

Because it is impossible for LRMP participants to review all studies and reports that are relevant to the Morice, the Government Technical Team is taking steps to streamline the amount of information that table members are expected to review and apply.

The GTT will use the following objectives as guidelines to streamline the amount of information to the Table:

?? make available a comprehensive information base;

?? ensure that the right type of information, in the proper amount is made available;

?? ensure technical work is transparent and, if possible, reviewed by internal, external and independent experts;

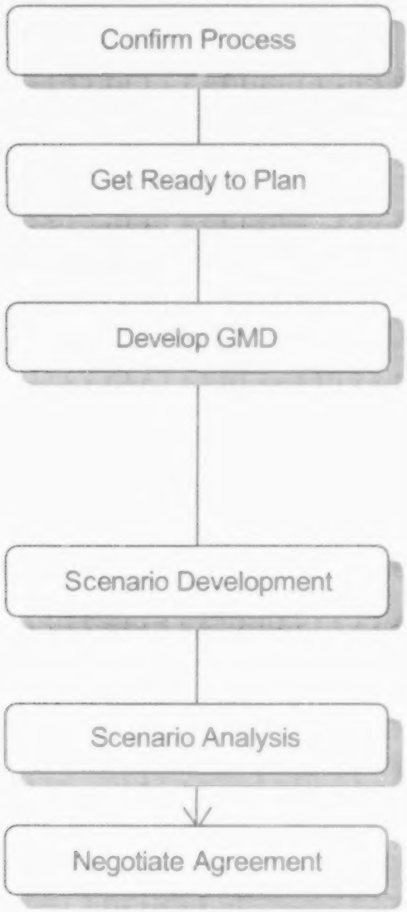
?? ensure information brought to the Table is easily verified;

?? present information in a consistent format; and,

?? use language that is readily understood and present technical material appropriate to the audience.

Figure 3. Links between LRMP technical support and the steps in the planning process.

Planning Phases **Technical Support**



Information Assembly
- Assess information and data needs
- Prepare maps
- Write reports

Convene Planning Table
- LRMP approach and workplan
- Develop/confirm process ground rules
- Establish economic development working group

Prepare LRMP Base Case
- Description of current conditions
- Analysis of Mountain Pine Beetle risk and implications of management scenarios to address risk
- Implications in terms of social, environmental and economic conditions based on current management

Draft General Management Direction
- Management direction that applies to the entire plan area for each resource theme

Analytical Support to Scenario Development
- Address area specific issues
- Future projections based on proposed management scenarios

Mid-Process Analysis of the Proposed Management Scenario
- Address area specific issues
- Future projections based on proposed management scenarios

Prepare SEEA of Final LRMP Recommendations
- Future projections based on final LRMP recommendations
- Compare to base case
- Includes implications for social, environmental and economic conditions

Table 3. Maps and reports for each step in the process.

Planning Stage	Information	Supporting Analysis
1. Early in the process: Assess the current state of the land and resources	??Morice Planning Area Background Report ??Resource Background Reports on various topics	
	??Resource Maps (map atlas)	
	??Base Case Resource Analysis Reports	??GIS area statistics ??Resource analyses: projections of the base case (expert knowledge) ??Environmental risk assessment ??Timber supply analysis
	??Base Case Socio-economic Analysis Report	??Socio-economic and environmental assessment of the base case
	??Mountain pine beetle risk and management scenario analyses	??Spatial-temporal modelling
2. Midway through the process: Scenario development	??Supporting Information: resource library, bibliography, presentations to the Table ??Plan scenario	??GIS area statistics, themeing and queries ??Analysis of management scenario
3. At the end of the process: Negotiating an agreement	??LRMP Recommendations Package: Analysis Report	??Socio-economic and environmental assessment of final agreement

One of the first steps in the planning process is to have participants familiarize themselves with the current state of land and resources in the plan area. This includes a snapshot of the existing state of resources as well as estimations of how the future would look if management continues as it is today.

For the most part, the current state of land and resources in the Morice LRMP area will be assessed with resource maps and background reports. Additional information will also be available to participants through the following sources:

?? *LRMP Resource Library*: contains LRMP reports and summaries as well as copies of key references on resource topics. There is a resource library in the MSRM Skeena Region office, in Smithers.

?? *Presentations to the LRMP Table*: on various topics presented by experts from within and outside of the LRMP area

2.1 Morice Planning Area Background Report

The Morice Planning Area Background Report[9] provides an overview and summary of information describing the natural, cultural, and socio-economic features of the plan area.

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[9] The Morice Background Report can be found at: http://www.luco.gov.bc.ca/lrmp/morice/

The information in this report is intended to provide a picture of the conditions and characteristics of land use and resource management in the plan area. The key components of the document are as follows:

?? description of the plan area, including social, economic and environmental attributes;

?? overview of resource uses and associated strategic planning issues;

?? description of existing and proposed land management zones, including protected areas;

?? history of planning in the area; and,

?? summary of provincial government agencies, their mandates and current initiatives related to strategic land use planning.

This report was completed in anticipation of the Morice LRMP and is current to May 2000.

2.2 Resource Maps

Core maps that are central to negotiations will be produced at 1:250,000 scale and will be posted at each LRMP meeting. Reference maps are available as needed and will be produced at 1:750,000 scale. Each LRMP participant will receive a Map Handbook with a sample of the core maps and description of each (e.g., source, scale of data assembly, age and reliability). The Map Handbook also contains a description of the base inventories (forest cover inventory, watershed atlas, and fisheries information summary system) that are used to produce maps for the Table.

A resource map portrays the location, significance, and distribution of a resource. Resource maps rely on comprehensive inventory data and are available for a number of resources in the LRMP area[10].

2.3 Resource Background Reports

Background Reports will be prepared for resources where the information and associated issues are complex and where a summary document of available literature on the resource is not already available. Examples of background reports prepared for the LRMP may include reports on fish, mineral and energy resources, and various wildlife species.

A Resource Background Report describes:

?? where the resource is found;

?? how much there is or might be;

?? provincial and regional context;

?? how it is managed; and,

?? strategic planning issues that might be addressed by an LRMP.

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[10] See Map and Inventory Handbook.

Already-published reports that provide a useful overview on a resource will also be made available to the planning Table.

3. Resource Analyses and Socio-Economic and Environmental Assessment

Information is combined with analyses to provide the planning Table with an idea of the implications of their management recommendations. Base case analysis is undertaken early in the planning process to act as a benchmark upon which future-planning scenarios can be compared. As the process proceeds, ongoing 'resource analyses' of proposed scenarios allow Table members to see the potential implications of their recommendations on a range of resource values. At the end of the process, a thorough analysis is undertaken to assess the social, economic and environmental implications of the recommendations package, as compared to the base case.

There are two levels of analysis that will support the planning process. The first level of analysis is 'resource analysis', which identifies biophysical resource values and their spatial distribution. This analysis may project the resource condition over time. These resource analyses are taken to a second level of detail by applying additional analysis factors to derive a 'socio-economic and environmental assessment' (SEEA), also called the 'multiple accounts analysis'. The socio-economic and environmental assessment calculates impacts to the biophysical resource values resulting from land use or resource management practices. Because the SEEA is complex and costly, it only occurs twice over the course of the LRMP, at the beginning for the base case and at the end to assess the implications of the final plan recommendations.

3.1 Assessing Current Management: Base Case Analysis

One of the first steps in the technical preparation for an LRMP is to undertake a 'base case analysis'. The base case provides an overview of the current situation in the plan area – the resources and environmental conditions, land use designations, and social and economic conditions. The base case also projects current land use patterns, management strategies and trends into the future to assess the implications of current management over the long term. This lets the planning table know how the future might look in the absence of an LRMP and provides a benchmark against which to compare alternative planning scenarios.

For the Morice LRMP, the government technical team has separated the base case into two sets of information: the Base Case Resource Analysis Report and the Base Case Socio-Economic Analysis Report.

3.1.1 Base Case Resource Analysis Report

The *Base Case Resource Analysis Reports* describes what would likely happen if status quo management continues (such as in the absence of an LRMP). Future projections may be developed based on resource analyses carried out for each resource. Analysis indicators are selected for the analyses. These indicators are sensitive or responsive to management actions and will therefore show trends over time as conditions change.

These indicators are used to provide an estimate of the 'baseline land use scenario' against which the implications of eventual LRMP scenario(s) are compared.

Once the Base Case Resource Analysis Reports are completed, independent consultants take the results and apply tools to estimate the socio-economic and environmental implications of the changes in terms of jobs, social well-being, and environmental risk as part of a SEEA (also called Multiple Accounts Analysis). The product of the analysis is the *Base Case Socio-Economic Analysis Report*.

3.1.2 Base Case Socio-Economic Analysis Report

The *Base Case Socio-Economic Analysis Report* will be presented in two phases to the Table. *Base Case 1*, which includes the economic and social accounts but not the environmental account, is scheduled for delivery to the Table in April 2003 - prior to the start of the scenario development process phase. By not including the environmental account it is possible to provide the table with the *Base Case Socio-Economic Analysis Report* earlier.

Base Case 2, which includes the economic, social and environmental accounts and a sensitivity analysis of mountain pine beetle risk and management scenarios, will be delivered to the Table in June 2003.

Various analysis tools are used to estimate how resource values will change over time under current management (e.g., GIS, computer models, and professional judgement. See Analysis Tools below). The analyses involve a number of assumptions and uncertainties that need to be made explicit in the report.

3.2 Analysis to Support Development of Plan Scenarios:

Once LRMP participants have a grounding in the current state of resources in the plan area and General Management Direction has been drafted, they move on to address site specific areas that require additional analysis and specific management direction.

As the scenario development stage progresses, ongoing ad hoc resource analyses will be carried out to assess the short and long-term implications of the various management alternatives put forward by the planning Table. This stage of the planning process will be supported by:

- having real-time GIS support at the table meetings to answer simple questions; and,
- completing ad-hoc analysis between table meetings to address more complex issues.

During the summer break (July –August 2003) the GTT will complete an analysis of the plan scenario developed by the Table. The scenario analysis will provide a general qualitative analysis of the plan in addition to focusing in greater detail on specific key issues that are important to the planning Table such as the timber harvest forecast and the forest age class distribution.

3.3 Assessing the LRMP Recommendations Package: The Analysis Report

In the final phase of the planning process, participants reach agreement on a set of management recommendations in the form of goals, objectives, and measures. These recommendations are subject to a thorough analysis to assess their social, economic, and environmental implications compared to the base case (current management).

Independent consultants assess the socio-economic and environmental implications of the final LRMP recommendations package, and prepare a comprehensive report that provides an independent interpretation of resource analysis results and anticipated future trends and implications. Results are compared to the base case analysis and will generally use the same indicators and analysis methods.

The final socio-economic and environmental assessment helps the Table to identify any unforeseen implications and inform government and the public about the expected implications of adopting the final recommended plan.

4. LRMP Decision Support

There are a number of analysis tools that support Table negotiations. Analyses aim to provide a rigorous and transparent assessment of the current situation and of the implications of management alternatives. Collectively, these analysis tools comprise a 'decision support system' for the LRMP.

Some analysis tools are simpler and track a change in a single aspect of a resource while others are quite complex. More complex analytical tools are required where resources interact in complex ways over space and time. As a general principle, resources are analysed using the simplest analysis tool available to provide reliable and timely information to the planning Table.

The following analysis tools are available to support the LRMP process.

4.1 Professional Judgement

Experts provide their professional opinion as to the potential effects of management actions. The LRMP Table will seek advice, as needed, from a range of experts from agency resource professionals and government researchers to experts from the private sector and academic institutions. Local expert knowledge, including traditional ecological knowledge, is also an important part of this process. Expert opinion is also included in other forms of analysis.

4.2 Simple Spreadsheet Analysis

One of the least complex tools for quantitative analysis is a simple spreadsheet. Specialists can assess non-spatial data in various ways using computer software such as Microsoft Excel.

4.3 Geographic Information System (GIS) Area Analysis

It is possible to quickly generate statistics on the distribution of resources in the plan area using GIS technology. GIS area analysis summarises mapped information describing the state of a resource at a 'snapshot in time'.

Area-based statistics may be generated for the entire LRMP area or for defined management areas. For example, GIS analysis can quantify the percentage of the land base that is recommended for protection, or the amount of landbase available for timber harvesting. GIS area analysis can also assess the relationships between resource values by overlaying two or more layers of data and quantifying the areas of spatial overlap (e.g. the amount of each biogeoclimatic sub-zone that is represented in existing and recommended protected areas).

It is important to note that GIS area analysis differs from landscape modelling in that GIS does not project changes in resource values over time.

4.4 Computer Modelling

Computer models are valuable analysis tools for addressing complex problems. They can simulate and assess an array of ecological and resource-related variables. They can track impacts over large areas and long time periods. The outputs of the models are used in preparing Resource Analysis Reports and providing an additional layer of technical rigour to the assessment of resource values.

The LRMP process will benefit from the computer modelling outputs provided by SELES landscape model and the FSSIM timber supply model.

4.4.1. Landscape Modelling Using SELES

Landscape models depict when, where and how landscapes will change in response to land use scenarios. They help to characterize impacts on forest age and structure and related economic and environmental values. Such analysis will provide an important platform for discussion.

Landscape models combine maps (and related data) of current forest conditions with formal predictions about the consequences of land management activities and ecological processes to create 'projected maps' of the future forest. Landscape models typically simulate landscape change over a period of approximately 200 to 500 years (the 'planning horizon'), because forested ecosystems respond to management over this period.

Spatially Explicit Landscape Event Simulator (SELES) software is suitable for strategic level planning for several reasons (See shaded box at the end of this Section). SELES combines a spatial database (for storing maps) with a landscape modelling language to allow rapid development of landscape simulations.

The spatial database consists of a series of grid-based maps. Each cell of the grid stores a code describing a mapped feature. The modelling language allows formal predictions about disturbance (e.g. road development, harvesting, mass wasting, windthrow) and stand growth (e.g. changes in timber volume and stand structure). Formal predictions may include probabilities that management activities and ecological processes occur. Probabilities allow ecologists and land managers to explicitly express uncertainty in their formal predictions.

The products of SELES are maps and graphs. Maps depicting predicted future conditions may be viewed directly, but a large number of maps would be required to characterize changes over the planning horizon. Thus, SELES calculates statistics describing the abundance and distribution of planning indicators (landscape features associated with some broader value) at specified intervals during the planning horizon. Sampled statistics are graphed to show changes in planning indicators over time, characterizing the costs and benefits of land use decisions.

SELES projects typically use a collaborative model development approach. Because ecology and issues differ regionally, a new landscape model (at least partially) must be developed for each land-use problem. To develop the formal predictions that underpin all landscape models, SELES projects rely on contributions from three groups:

- topic experts (e.g., in ecology, forestry, and mining);
- planning participants (i.e., LRMP Table members); and,
- modellers.

Topic experts develop formal predictions. Planning participants focus the model on key issues and challenge formal predictions. Modellers help topic experts and decision-makers express ideas in a way compatible with analysis. Collaboration among the three groups promotes a common understanding of important issues and assumptions.

One of the key factors in using a landscape model in the LRMP process is to ensure transparency in its development and use. LRMP table members need to understand and have input into the components and assumptions that went into model development. They also need to be informed as to how the outputs of the model are interpreted.

Not all resources need to be analysed using SELES. Wherever possible, the simplest analytical tool will be used to assess a resource. The GTT has identified biodiversity, grizzly bear habitat, and timber values as priority topics for landscape modelling. Other resource values may be identified as the planning process proceeds, although they should only be considered for modelling if they meet the following criteria:

- complex interactions;
- large spatial scales;
- long timeframes;
- high degree of controversy or impact; and,
- lack of support for expert conclusions.

4.4.2 Timber Supply Modelling Using FSSIM

Timber supply modelling is a process that explores the effects on timber supply of existing or possible forest management strategies and alternative timber harvesting levels.

A computer model is constructed that reflects the species and age class distributions for various parts of the forest.

The model describes how different parts of the forest grow and how they are expected to respond to changes, such as timber harvesting. The model categorizes areas according to whether or not they are available for harvesting and what kinds of management requirements might be applied to the areas. The BC Forest Service uses the Forest Service Simulator (FSSIM) to do timber supply modelling. FSSIM is used to forecast how the forest changes, decade by decade, over long time horizons (typically 250 years) in response to different harvest levels and management actions and requirements. This makes it possible to compare how alternative management strategies affect forest structure and timber production over time.

FSSIM is usually used to build 'aggregated models', where areas with similar species, age, growth and management characteristics are grouped together. This means that individual stands are not tracked in the model. This approach helps to simplify the analysis and better addresses uncertainty in the inventory data.

FSSIM cannot model spatial relationships explicitly, such as stand adjacency, because it has no information about which stands are adjacent. Instead, proxies such as number of harvest passes are used to approximate spatial management requirements. These proxies may over- or under-estimate the true effect of these requirements, depending on the spatial structure of the forest and the history of logging.

Factors Considered in Selecting SELES for Landscape Modelling

The GTT chose SELES as a modelling tool because it meets the following criteria for a landscape model for the LRMP:

?? is able to track a range of environmental variables such as seral stage and stand structure in different ecological units (e.g., subzone);

?? is able to model complex habitat relationships;

?? is able to model events that occur randomly over time based on probabilities of occurrence;

?? can model over a variety of scales, modelling larger areas (e.g., the entire LRMP area) with reasonable resolution;

?? is flexible and capable of modelling a variety of issues (as opposed to models that address a single issue e.g., timber or environmental analysis);

?? can interact with other models e.g., the FSSIM timber supply model;

?? has rapid turnaround time; and

?? is transparent.

Section 7 Economic Development

In this Section:

- ✍ To be added

Section 8 Interest-Based Negotiation

1. What Is Interest-Based Negotiation[11]

Interest-based negotiation is an approach to finding solutions to problems. It is based on parties in the negotiation making an explicit commitment to seek mutually acceptable solutions, as opposed to bargaining for win-lose outcomes. The same principles are embodied in processes called principled negotiation, and integrative bargaining.

In this Section:

- What is Interest-Based Negotiation
- Principles of Interest-Based Negotiation
- Basic Steps and Concepts of Interest-Based Negotiation
- Alternatives to Interest-Based Negotiation

Interest-based negotiation is based on a set of principles and steps that incorporate and integrate the content of the negotiation with a structured process and ongoing attention to maintaining a constructive relationship between negotiating parties.

2. Principles Of Interest-Based Negotiation

2.1 Constructive Win-Win Solutions

Win-win solutions are mutually acceptable agreements that contain benefits for all parties. Interest-based negotiation is based on principles that link the long-term success of such agreements with improved working relationships among the negotiating parties. This results from an agreement between all parties to collaborate and treat others in a respectful and constructive manner.

2.2 Transparency

Transparency means making a commitment to clear communication. In win-lose bargaining people try to keep their 'cards close to their chests' and not give away what they are thinking. In interest-based negotiation participants clarify for others what their interests are and try to understand the core issues and interests relevant to others. Understanding the interests that each party has in addressing and resolving the issue promotes transparency. This requires continuous, high quality communication between parties.

2.3 Responsibility

Participants in interest-based negotiation must accept the responsibility for being constructive in negotiations, being transparent about their own interests, and seeking win-win solutions.

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[11] Interest-based negotiation has been popularized through the Harvard University Negotiation Project and the books written by Roger Fisher and William Ury. The most well known book by these authors is *Getting to Yes: Negotiating Agreement Without Giving In*, first published in 1981. Interest-based negotiation is widely taught throughout BC in colleges that collaborate with the Justice Institute of British Columbia.

2.4 Accountability

Individuals or groups that are negotiating in an interest-based way must be committed to the process of negotiation and to the outcomes and agreements that result. Where parties are representing larger groups, it is also assumed that individuals participating in negotiations will be accountable to communicate clearly and fully about developments with other negotiation parties and their own group.

3. Basic Steps and Concepts of Interest-based Negotiation

There are a number of concepts or steps in interest-based negotiation that create a process for development of mutually acceptable agreements and sound working relationships. While there is a natural progression to these steps, in any negotiation it is necessary to move through the steps and then return through them again to clarify and fine-tune the negotiation agreements.

Table 4. Steps in Interest-Based Negotiation

Steps in Interest-Based Negotiation
?? Agreement to Collaborate
?? Identification of Issues
?? Clarify and Separate interests from Positions
?? Create Scenarios that Allow for Mutual Gain
?? Use Objective and Mutually Acceptable Criteria Based on Interests
?? Reaching a Negotiated Agreement

The details of these steps and how they apply in the context of LRMP are provided below.

3.1 Agreement to Collaborate

In order to engage in interest-based negotiation there is a need for each party to recognize and acknowledge the other's connection to an issue or problem. Following this, parties must agree to a process of working together and make a commitment to the agreed on process.

3.2 Identification of Issues

Interest-based negotiation strives to be clear and transparent. A first step in clarifying what will be negotiated is making sure that issues are identified as separate from the personalities, bargaining positions and interests of the negotiating parties. Finding language to state issues in terms that are neutral is the starting point for an agenda that can be agreed to by all parties.

Stating issues in neutral terms requires people to work together to clarify views about what needs to be, and can be, negotiated. Doing this exercise at the beginning of a negotiation process fosters an atmosphere of collaboration among negotiating parties. It should allow parties to reach a point where they can say "*These are the issues that are important for both/all of us" and "These are the things we need to reach agreement about.*" Before negotiations begin, all parties should be satisfied the issues on the agenda are comprehensive and reflect their interests.

Examples of questions that can be asked to get at core issues and examples of different types of issues statements are provided in the shaded box at the end of this Section.

In the Context of LRMP

LRMP processes have been done throughout the province during the past decade. Based on this history and the experience gained in applying interest-based negotiation to the objectives of land and resource planning a number of issue categories commonly arise in LRMP processes. These issues are confirmed with the participants and then form the framework for the planning process.

Within these broad issue categories there is a need to tailor issues to the geography and resource base of the area. There is also a need to identify local issues based on the interests and needs of those who use and care about any specific plan area.

One of the principles of LRMP that is directly linked to interest-based negotiation is balance and inclusivity in the make-up of the planning table. A concerted effort is made by government to ensure all parties that might be affected by planning decisions are involved in negotiations about how to manage the plan area. This is a way of ensuring that all issues are discovered and addressed by the plan and that all parties are comfortable with and committed to the outcomes.

3.3 Clarify and Separate Interests from Positions

'Interests' and 'positions' are terms that are commonly used in interest-based negotiation. The distinction is made to allow negotiating parties to move away from positional or win-lose bargaining and to allow them to find ways to integrate their values and interests into solutions that are mutually acceptable.

Positions are statements, stands or solutions proposed by an individual or negotiating party that serve their needs but which do not readily indicate that positive outcomes for others are also possible. Positions are often linked to personalized or subjective assessments of an issue.

Interests are linked to the concerns, hopes and underlying values of parties in relation to an issue. They are the aspects of an issue that are truly motivating actions or reactions, they are at the core of ***why*** a person or group has a specific desired outcome. The goal of exploring interests of all parties is to discover what common interests exist that may form the basis for mutually acceptable agreements.

It is useful to consider examples of positions and interests to help clarify what they are:

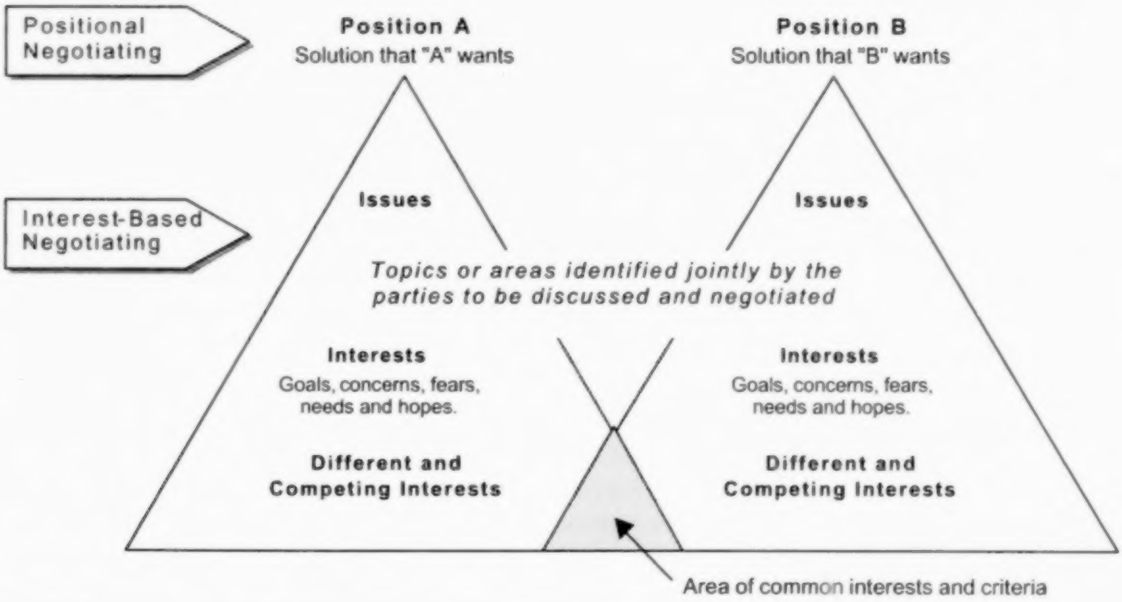
A positional statement would be "*I would like to be the only person leading this project*" as compared to an interest statement "*Being the only person leading this project is important to be because I feel I have relevant experience and can make a unique contribution.*" It is then possible to understand that the person is motivated by an interest to make a positive contribution and apply their experience.

Another comparative example is a position statement *"You need to finish that report by Friday"* versus "*Having that report finished by Friday is important because our company's reputation is built on meeting our customers needs for quick turn around of products.*" Clarifying the interest in meeting customer need for timeliness makes it easier to understand what is motivating the speaker's demand or position in the first sentence.

Interests are often concealed or masked by positions. In interest-based negotiation the focus is not on positions, but on moving beyond positions to explore and clarify the interests of all parties. This can be done through a process of clarification and questioning – each party questioning not only the other negotiating parties but also themselves. Questions that are useful in uncovering interests are discussed in the shaded box at the end of this Section.

The Justice Institute of BC and others use the diagram of two triangles (Figure 4 below) to clarify how interests and positions co-exist. It illustrates how – despite the fact that parties may have competing interests, may hold different values, and often have very different positions on an issue – a base of common interests can be uncovered, from which options can be created and solutions can be drawn.

Figure 4: Relationship Between Interests and Positions


Positional Negotiating
Position A
Solution that "A" wants
Position B
Solution that "B" wants
Interest-Based Negotiating
Issues
Issues
Topics or areas identified jointly by the parties to be discussed and negotiated
Interests
Goals, concerns, fears, needs and hopes.
Interests
Goals, concerns, fears, needs and hopes.
Different and Competing Interests
Different and Competing Interests
Area of common interests and criteria

In the Context of LRMP:

Exploration and maintaining a focus on interests is a key component of the LRMP negotiation process. Stakeholders are asked to present a statement of their overall interests (in the plan area and specific resources) to the planning table as a first step in negotiation. Interests of different parties can be compared and discussed to identify common ground and shared values that may lead to future agreements.

As planning progresses and a range of issues are under discussion, interests are revisited to explore acceptable options that will lead to planning recommendations that are made by the LRMP Table to government.

3.4 Create Scenarios That Allow For Mutual Gain Based on Interests

Creativity is essential for finding solutions to issues that are being negotiated. Without creativity people get bogged down, irritated and often become confrontational. Multiple options for creative solutions can initially be developed using a process of brainstorming.

Brainstorming is an exercise where parties agree that all judgements about the value and feasibility of options will be temporarily suspended to create an environment that is conducive to getting as many ideas as possible 'on the table.' Once options are developed they can then be examined through a lens of objective criteria and standards before selecting a final course of action.

Rules for productive brainstorming include:

- allow ideas to be raised without evaluation or judgement;
- record every idea regardless of whether it seems to make sense or be relevant;
- generate as many ideas as people can think of; and,
- encourage people to build on each other's ideas.

Due to the emphasis on creative exploration of a range of possible interest-based solutions, with contributions made by people holding a range of interests, choices reached through using these techniques should be better for more people than alternatives that can be reached without a focus on interests, respect and creativity.

In the Context of LRMP:

There are two levels of brainstorming commonly used in an LRMP. The first level is simple brainstorming around a particular issue that is up for discussion, usually done in small groups.

The second level is a more formal and staged process of exploring different management or land use scenarios. Note that this is different than designing 'options' which implies that one or another will be selected.

3.5 Use Objective and Mutually Acceptable Criteria

Legitimate outcomes are more likely if all parties agree on the criteria used to measure or gauge the merits and risks of different options. All parties must perceive criteria as objective and fair. Criteria must also be linked to and support the interests of the negotiating parties.

Defining objective criteria may require scrutiny of, and agreement on, the qualifications of 'experts' to be consulted and definitions of criteria and indicators that will be used to make final selection of the options included in the final package of agreements.

In the Context of LRMP:

For individual issues, if the table cannot reach agreement, the Process Team and Government Technical Team can try to identify objective criteria and specific indicators that could be used by the Table to assess a specific situation, measure potential results and lead to a fair solution.

Criteria are linked to the values and interests of the Table are generally developed through both independent sources and in consultation with the LRMP Table. These are used to assess the extent to which plan agreements meet the stated interests of negotiating parties. For example, if there is an interest expressed by stakeholders related to 'jobs for the community,' each scenario can be assessed to make sure it considers how changes to resource management plans would impact employment. Examining and understanding resource planning related employment issues becomes a stated criterion of the planning process that must be applied objectively.

Indicators are specific tools, numbers or formulas used that measure the extent to which criteria are being met. Employment and income indicators identified as being neutral and commonly accepted can be used as objective measures that allow a more detailed application of the criteria for examining employment impacts.

3.6 Reaching a Negotiated Agreement

Agreement at the end of a negotiation is built on the steps outlined above. Options that have been identified are analyzed using criteria and indicators that are accepted as objective and fair. Options that are selected must be perceived as valid and realistic to all parties and meet their interests. All parties should also agree that the negotiated solution is better than any other alternative solutions they could reach away from the negotiation.

An agreement package is usually made up of a number of agreed on options that address the range of issues that were identified at the outset of negotiation. A key step in drawing up the final package of agreements is to identify implementation and monitoring responsibilities and time frames so that expectations about what will happen after negotiations finish are clear.

In the Context of LRMP:	Consensus agreement on a final package of recommendations to government is the final product of an LRMP. Members of the planning Table formally endorse this package. The package will address all the issues identified by the planning table through management objectives and strategies. The agreement will also include recommendations about how to implement and monitor the plan over specified periods of time. Because LRMP's are very complex, the table will be asked to develop a series of 'working agreements,' which are slowly integrated into a 'package.' Final consensus, and the test of whether the package is 'win-win' is based on the total package of combined agreements.

4. Alternatives to Negotiated Solutions

Interest based negotiation processes encourage participants to understand and be clear about what will happen if they decide not to participate in or agree to a negotiated solution. Participants are also strongly encouraged to try and understand their own options and those of the other negotiating parties.

Assessing alternatives makes people and groups aware of their relative power within negotiations and can assist them in ensuring that they make the most of their assets and get the best possible agreement in relation to their needs.

Jargon used in Interest-Based Negotiation refers to understanding Best Alternative to Negotiated Agreement. It is the best thing you can be sure of if you do not negotiate. The Worst Alternative to Negotiated Agreement is the worst thing that might happen if you do not negotiate. Often understanding these alternatives requires exploring assumptions about what we think will happen – to make sure they are accurate – and researching the potential of options that are outside the scope of negotiation.

Key Skills Used in Interest-Based Negotiation

1. Communication Skills

All interest-based negotiation concepts are linked to the need for communication and the use of good communication skills. These skills are learned through awareness and practice. The sections below all refer to how different communication skills can be applied to interest-based negotiation.

Communication skills include:

- Listening and reflecting back what has been heard to the person speaking to confirm understanding.
- Speaking clearly in plain, neutral language without jargon that is non-judgmental, not defensive, and acknowledges feelings and emotions so the person listening can understand what is really meant.
- Questioning with open-ended phrases that allow full exploration of what is being discussed and restating what has been heard to ensure both parties have the same understanding.
- Summarizing and synthesizing ideas and issues that have come up to ensure both parties are clear as a discussion progresses.

There will be specific training for the table on the communication skills that are required to work through the steps of interest based negotiation. This training will be provided through short focused workshops and in and ongoing way in the context of the overall planning process.

2. Identification of Neutral Root Issues

It is useful to use a process of open-ended questioning and paraphrasing to identify the basic issues that can be neutrally described and placed as topics on the agenda for discussion in an interest-based negotiation. Paraphrasing should aim to weed out subjective language and get perspective on the 'big picture' of the topic or issue area. Once the larger issues have been clarified, sub-issues or components of the main topic can be identified and an agenda can be designed that will allow a sequence for negotiation of all major and minor issues. Examples of open-ended questions and paraphrasing that can be used to identify issues are provided below.

Open-ended questions/ statements and paraphrasing

- "I am interested in knowing more about what you mean by biodiversity…"
- "What do you think is important about stable communities…?"
- "Can you tell me more about your views on riparian management…?"

Paraphrasing

- "So in other words, what you are saying is…"
- "Just let me check, it sounds like your main points are…"

The following are examples of an issue stated from two different parties' personalized perspectives and then from a neutral viewpoint.

Personalized issue statement:

- "The issue to be discussed is that we need to be able to stay out until midnight"; or
- "The issue to be discussed is that we have the same curfew rules for everyone."

Neutral issue statement:

- "It sounds like the main issue to be discussed is the terms of curfew."

3. *Distinguishing Interests from Positions*

Separating interests from positions can also be done through open ended questioning as above and through 'reframing' another parties statement to clarify if the listener understands what the underlying interest is. This can be done in response to either position or interest statements. Types of reframing statements that can be used to move from positions to interests include:

Position: "We can't change the project at this late date."

Reframed statement focusing on interests: "So you are concerned about the amount of time and energy that has already been applied to the project".

Position: "We don't want to see taxis zooming up and down this street, somebody is going to get run over."

Reframed statement focusing on interests: "So it sounds like the main concern here is safety."

The following lists outline some key guides to identifying positions and interests.

A Position:

- is a proposed solution to a problem;
- does not relate to the interests of others; and,
- tends to be framed as a negative ("There shouldn't be any more…").

An Interest:

- is a core concern about an issue that creates a position or a decision about an outcome;
- can define and provide context about a problem; and,

- is a positive way of stating why people are afraid of, or insistent on, a specific outcome.

4. Being Constructive and Maintaining a Positive Relationship

Establishing and confirming constructive and collaborative working relationships are key aspects in developing, workable and lasting solutions. Viewing a negotiation as a way of solidifying relationships between parties who share interests in dealing with particular issues can also contribute to commitment to the implementation of agreements.

Relationships with other negotiating parties, and the dynamics of maintaining relationships, should be kept separate from the substance of what is being negotiated. If two parties do not agree on an issue today it would not be useful for them to end their relationship. Doing so would prevent them from possibly finding a solution the next time they meet. Continuing to act in ways that strengthen their relationship, despite the quality of progress on substantive negotiation, will benefit both parties in the short and long term.

Learning to use communication skills effectively, dealing with others in an open and straightforward way, seeing issues from other perspectives, managing anger and conflict, and accumulating skills to influence others without causing them to lose face, all contribute to building effective negotiating relationships that will contribute to creative solutions and strengthen commitment to outcomes.

5. Being Prepared and Keeping Track of What Has Taken Place

Doing one's 'homework' or research in advance and reflecting on each step of negotiation as it takes place contributes to the success of negotiated outcomes.

Key preparation steps that enhance the effectiveness of negotiation include systematically considering and clarifying:

- one's own issues and interests;
- assumptions about what others want and what their interests are so those assumptions can be communicated and double checked;
- where common interests exist; and,
- what alternatives are available for each of the parties if a negotiated agreement is not reached.

Reflecting on what has happened after negotiation session is also a useful activity. This reflection can be done to assess both what has been achieved on substantive issues and to assess how well the relationships and dynamics among parties are being managed. Clarifying perspectives on these issues individually allows parties to come back to the table with a clear understanding of:

- what they could have done better;
- where they still need to influence change; and,
- where they want to go next in negotiation.

Section 9 Reconciling Competing Land/Resource Goals and Objectives

Introduction

A main aim of consensus-seeking LRMP process is to develop agreement on the future uses of land and resources in the planning area. Another aim is to prepare a plan document that's meaning is clear, so that the plan can be implemented in the longer-term without controversy about its intent.

In this Section:

- Adopt Some Guiding Principles
- Develop Integrated Management Strategies
- Expand the 'Planning Currency'
- Summary

The stage in the planning process where these two aims come sharply into focus is when the participants develop a first draft 'land use scenario'. A land use scenario is a description of the desired future condition of the lands and resources in the plan area (i.e., resource *objectives*), and a description of how that condition will be achieved (i.e., resource *strategies*). A land use scenario will often be accompanied by a map showing various resource management zones or land use designations.

Developing an initial land use scenario can sometimes be challenging because it is often the first time in the planning process that participants turn their attention to defining specific resource management priorities for particular areas of land. Not surprisingly, competing perspectives on how particular land areas should be used will arise during these planning negotiations. It's therefore important to be aware of some general planning techniques that can be applied, to provide a basis for developing a draft plan that enjoys the highest possible level of support.

The following sections describe some key planning techniques.

1. Adopt Some Guiding Principles

Developing an initial land use scenario can be approached in a number of ways, and each planning Table must determine its own approach. For example, Table participants can break the plan area up into 'bite size' planning units (e.g., landscape units), and proceed to define resource objectives and strategies for each of those units. Or, a land use zoning designation system can be adopted and criteria defined for locating the designations on the land base. The Table may choose to do this work itself, or assign it to a technical team or sub-committee, subject to Table review and approval.

Regardless of the approach taken, a helpful first step is to adopt a set of over-arching principles that will be applied when developing an initial land use scenario. Table agreement on some guiding principles for scenario development can increase the potential that the initial scenario that is developed will come 'close to the mark' of meeting most participants' primary interests. The principles can be used not only to shape the design of the land allocation and management strategies that comprise the scenario, but also as a general "check list" to qualitatively assess the basic adequacy of the scenario after it is developed. Some of these may, in fact, parallel goals described in the LRMP terms-of-reference (See Section 3) or the LRMP planning framework.

Although it would be up to the planning Table to define the specific principles that would guide the scenario development phase, some examples of principles that Tables may wish to consider include:

Consider Legislation and Policy — any land use scenario that is developed should be generally consistent with relevant resource management statutes and regulations and corporate provincial policies.

Consistent with Vision Statement and Plan Goals — these are the fundamental outcomes that the plan will try to promote through its more detailed and prescriptive objectives, strategies, zones, etc. Agreement at the outset that any plan scenarios that are developed must faithfully reflect the plan area vision and goals will ensure that the scenarios represent an *integrated balance*.

Conforms to Ecosystem-based Management Concepts — up-front Table acceptance of the ecosystem-based planning principle is apt to have a visible impact on any plan scenarios that the Table develops.

Reflects Biophysical Capability — adopting this principle would mean that plan scenarios would reflect the biophysical realities of the land base.

Addresses Uncertainty — an accepted response to scientific uncertainty is to practice "adaptive management". Other approaches could include identifying research or inventory measures to reduce uncertainty. Following the precautionary principle is another approach

Equitable Distribution of Benefits and Costs — if the planning Table determines, in principle, that plan scenarios must not produce an inequitable distribution of costs and benefits, then this should guide the development of land use plan scenarios that represent a rough balance or fairness in the distribution of benefits and costs.

2. *Develop Integrated Management Strategies*

Integrated resource management (IRM) is a management approach for which the underlying intent is to share and coordinate among a broad range of values and interests when developing plans or policies. IRM strategies attempt, as much as possible, to blend land and resource uses in efforts to maximize environmental, economic and social opportunities and benefits — within the limits of maintaining ecological integrity. Naturally, this is important in consensus-based planning processes because the more opportunities that are created for satisfying interests, the greater likelihood that the plan outcome will enjoy wide support.

The key to implementing the IRM philosophy is to identify ways to prevent or minimize undesirable impacts of land uses on each other. There are a number of ways to achieve this, as follows, when developing land use plan scenarios.

Manage the Type and/or Intensity of Activities — This approach seeks to prevent or minimize undesirable impacts (and thus overcome resource conflict) by directing how resource development activities are conducted. The aim is to adjust the way in which a resource use activity occurs in order to make the activity more compatible with other objectives.

For example, overlaying a map of high visual importance with a map of high timber values may show areas of overlap and potential conflict between these resource values. To address the conflict using an IRM approach, the Table may decide to allow timber harvesting to occur in the overlap areas, subject to the requirement to maintain a relatively high percentage of forest cover, or to construct logging roads so that they are not visible from certain viewpoints. As another example, if an area has extremely high potential for mineral and forestry development, but is also un-roaded habitat for sensitive wildlife resources, a strategy could be adopted to allow a road to be developed into the area at some point in the future, subject to: (1) restrictions on the alignment of the road corridor, (2) limitations on who can use the road, and (3) removal of the road following time-limited economic activity.

Managing the type / intensity of resource use activities — be they industrial, commercial or public recreation activities — is often a preferred IRM strategy because groups are not being totally prevented from accessing the land base in the areas that the strategies applies. An attempt is made to *combine* land use activities by adopting specific measures to reduce land use incompatibility.

Separate Conflicting Uses in Time — This IRM approach allows incompatible uses to occur on the same piece of ground, but prevents them from coming into contact with each other at the same time. It involves a 'temporal restriction' of a particular activity in a particular location.

For example, if there was concern about water quality impacts from seasonal resource development (e.g., road construction, timber harvesting, mineral exploration) in coastal areas with steep slopes and unstable terrain, you could adopt a strategy for those areas that prohibits these activities during wet winter months when erosion and sedimentation risks are greatest. If there was concern in a watershed with an important fish run about potential water flow (hydrology) impacts associated with clear-cut harvesting, a strategy could be adopted to prevent harvesting adjacent to harvested areas until the harvested stands in that watershed have 'greened-up' to a 5 metre tree height.

Separate Conflicting Activities in Space — This approach seeks to group compatible land use activities together, geographically separate from incompatible uses. The aim is conflict / impact avoidance through spatial isolation.

For example, to mitigate potential resource development impacts on aquatic systems, a riparian buffer zone can be established where certain activities are prohibited in the zone. Or, motorized recreation uses may be prohibited in certain areas due to potential impacts on wildlife resources or other non-motorized recreation uses. Hunting or fishing closures in specified areas is another common example of this strategy.

Redress or Compensate Impacts — This option allows an undesirable conflict and impact to occur at an approved level, subject to rehabilitation of the impact at a later time, or compensation for the impact through some means.

For example, a temporary logging road may be permitted into a previously undeveloped area with high wildlife habitat values, provided that the area is replanted and the road removed immediately after the first harvesting pass, and the area left alone for a specified number of years / decades. Or, coastal aquaculture activities may be allowed in an area that has high capability for that use, but also contains sensitive marine fish habitat, provided that habitat enhancement is undertaken elsewhere as compensation for expected habitat loss.

3. Expand the 'Planning Currency'

There are ways to achieve stated plan goals and to address land use conflicts other than through the conventional definition of land allocation and IRM strategies per se. To reach agreements on the land uses that will be permitted in various areas and the conditions that those uses will be subject to may require planning participants to incorporate various policy, program or process strategies into the plan. Integrating these elements into a plan may provide additional options or opportunities for satisfying participants' interests and, therefore, can increase the potential for a consensus outcome.

Some examples of other 'currencies' that may be considered for incorporation into the plan include:

Initiatives to Fill Information / Knowledge Gaps — It may be that the planning Table is able endorse a particular land use(s) for a given area, subject to an initiative to enhance the level of understanding of the implications of that land use. For example, this might involve a commitment to upgrade a particular resource inventory for a given area; or to conduct some research or focused monitoring, as a basis for confirming or adjusting the approved land use for an area. These would essentially be plan strategies for addressing uncertainty.

Subsequent Planning Priorities — It may be possible to achieve agreement on general land / resource management direction for one or more areas, subject to a commitment to engage in more detailed planning for those areas within a specified timeframe. For example, a LRMP Table might advise on landscape unit planning priorities, or the priorities for subsequent coastal zone planning.

Community Adjustment Initiatives — In some cases, a LRMP scenario may imply changes in existing use patterns and rights of access to resources, with associated short-term socio-economic implications for local communities, businesses and workers. A consensus outcome will, of course, depend significantly on the adequacy of the plan's response to the expected effects. Potential adjustment initiatives may include: skills training, community economic development planning, value-added manufacturing opportunities, and resource enhancement and rehabilitation programs.

First Nations Initiatives — There may be opportunities to achieve a consensus LRMP outcome that includes the agreement of First Nations participants if certain provisions regarding First Nation roles and responsibilities in land and resource management are accommodated in the plan. For example, the plan might identify the elements of an interim management strategy that would be agreed upon separately between First Nations and government.

Plan Implementation Mechanisms / Institutions — One means of ensuring ongoing representation of sector / stakeholder interests following plan approval is to create some permanent advisory structures that are capable of promoting integrated and balanced decision-making. A particular pattern of land use might be agreeable, subject to the adoption of a multi-stakeholder plan implementation / oversight group with powers to review implementation issues and advise on how plan objectives should be interpreted and carried out.

SUMMARY

Conflicting values and viewpoints on how to use land and resources is not uncommon in a planning process — in fact, it is to be expected. After all, the basic job of a planning process is to reconcile competing goals and objectives to arrive at a plan for guiding future land and resource use in a given area.

This section identifies some planning techniques for reconciling competing goals and objectives. In the end, however, there is no 'right' or 'wrong' plan outcome because there is no technical way of measuring right or wrong. There is only 'good' or 'poor' planning *process*. If the process is inclusive and equitable, incorporates the best possible information and methodologies, and identifies and assesses a range of options for achieving goals and interests — then the planning outcome will be the best one possible.

Section 10 LRMP Products[12]

In this Section:

- ✍ What Basic Questions Should an LRMP Answer?
- ✍ Ways to Express Resource Management Direction in an LRMP.
- ✍ What does a Typical LRMP Contain?
- ✍ Things to Keep in Mind When Writing an LRMP.

1. What Basic Questions Should an LRMP Answer?

The Planning Table provides land and resource management recommendations to government. Once approved, the tangible outcome of an LRMP process is a report that is referred to as 'the plan'. Examples of LRMP plans for other areas in BC are viewable at http://www.luco.gov.bc.ca/lrmp/index.htm

Although there is no right or wrong way to write an LRMP plan, there are a number of elements that should be included in a plan to ensure that the plan's intended resource management direction is clear. To be complete, LRMPs should answer five essential questions about land and resource use in the region:

What goals and objectives (desired future conditions) are appropriate for the planning area, and what types of management actions are appropriate for achieving the goals and objectives?

Where in the planning area do the goals, objectives, and management actions apply?

When will the plan's provisions have effect?

How will the plan's provisions be undertaken?, and

Who is responsible for carrying out the plan?

2. Ways to Express Resource Management Direction in an LRMP

Answering these five questions in a plan will provide the *resource management direction* that is needed to guide future; more detailed planning, and day-to-day resource management decision-making. The main tools that are available for expressing resource management direction are described below. Most LRMPs employ all or most of these tools. Typically, however, most of a LRMP's content is taken up with resource *objectives* and associated resource *strategies* — see below.

2.1 Goals

?? describe a future vision;

?? are worded generally to establish broad aims;

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[12] Refer to the MOF document, "Guide to Writing Resource Objectives and Strategies" for information on the recommended content of land and resource management plans, and writing style.

?? may reflect / parallel stakeholder "interests";

?? are not normally stated in quantitative terms;

?? have no specific timeframe for their achievement;

?? often apply to the whole planning area, as opposed to portions of it; and,

?? are referred to as the plan's "general management direction" in some LRMPs.

Examples of LRMP Goals are as follows:

✍ maintain ecological integrity in the region;

✍ provide for stable and diverse communities; and,

✍ protect cultural heritage values in the region.

2.2 Objectives

?? outline end results that will achieve the plan's broader goals (i.e., they are more specific than goals);

?? describe desired future conditions for individual resources or resource uses;

?? are measurable, either directly or indirectly;

?? are time specific; and,

?? are geographically specific – can apply to the whole plan area or specified parts of a plan area

2.3 Indicators

?? are descriptors that are assumed to be representative of a larger set of conditions or values;

?? are used during planning to evaluate implications of alternative management actions / scenarios; and following plan implementation to assess progress towards plan goals and objectives;

?? existing lists of indicators (e.g., CSA indicators of sustainable forest management) may be used as sources for indicator selection;

?? a combination of different types of indicators may be selected, as follows:

    ?? *Pressure Indicators* — measure the extent of human activities that affect the state or condition (sometimes called stress indicators, and are relatively easy / inexpensive to measure);

    ?? *State indicators* — measure the ultimate condition or outcome (usually the most expensive / difficult to measure); and,

    ?? *Response indicators* — measure the type and intensity of actions (outputs) taken to address a particular issue, in efforts to change the state (usually easy / inexpensive to measure).

?? to be effective, indicators should be:

?? *Relevant* — to issues or values that matter;

?? *Measurable* —must be able to measure an indicator, preferably quantitatively;

?? *Data* — must be readily available or attainable through cost-effective measuring / monitoring and data interpretation activities;

?? *Reliable* — you must be able to trust the information that the indicator is providing;

?? *Repeatable* — you should be able to replicate the measurements to identify trends over time;

?? *Understandable* — audiences, including non-technical audiences, should be able to readily appreciate the meaning of measurement results, even if the methodology behind the indicator is more complicated; and,

?? *Responsive* — indicators should be sensitive in the short-term to enable early detection of changes or problems.

2.4 Resource Management Zones

?? portrayed in map form (often at a scale of 1:250,000);

?? used to communicate a management priority for particular resource objectives in the area covered by the zone; and,

?? a number of zoning system options are available. Traditional LRMP zoning categories include protected, special management, integrated/general, enhanced, agricultural and settlement. Alternative approaches are to zone "planning units" or "issue areas". Planning Tables determine the zoning approach that is relevant to their planning areas.

2.5 Inventory Maps

?? portrayed in map form; and,

?? used to link individual resource management objectives and strategies to particular:

?? Biophysical or ecological sub-units (e.g., biogeoclimatic zones, natural disturbance types, sub-drainages);

?? Land or resource capability or suitability classes (e.g, "high" tourism potential, critical ungulate winter range);

?? Resource sites or features (e.g., historic trail, avalanche chutes); and,

?? Administrative boundaries (e.g., TSA boundary, First Nation traditional use areas).

3. What does a Typical LRMP Contain?

A LRMP often contains the following sections:

Introductory Section — describing the plan area, the issues that the process addressed. Some plans also describe how the planning process was structured.

Statement of General Management Direction — containing broad goals for various topics. They may be organized under environmental, social and economic headings. These normally apply to the whole plan area. An overarching vision for the plan area may also be stated.

Objectives and Indicators — Resource management objectives and indicators are defined for spatially defined areas. Indicators are identified for measuring progress towards the objectives. These elements are often arranged in a table format than enables them to be linked together (see example below). This section of the plan usually includes numerous cross-references to maps showing the locations of resource management zones, or maps showing the extent of resource values.

Table 5. Example of Resource Management Objectives, Strategies and Indicators

Objective	Potential Indicators
Maintain the functional integrity of critical moose winter habitat shown on Map 5.	?? Percent of mapped winter range retained in thermal cover ?? Density of browse species ?? Stocking ratios ?? Moose populations
Maintain the functional characteristics of high value (class 1 and 2) grizzly bear habitat in areas of known high and moderate grizzly bear density, as shown on Map 2.	?? Percent of mapped class 1 and 2 grizzly bear habitats that are harvested ?? Road density in mapped class 1 and 2 grizzly bear habitats
Apply intensive forestry practices in the Danberry Creek watershed in efforts to enhance timber supply opportunities.	?? Amount of intensive silviculture activity conducted ?? Hectares of commercial thinning ?? Volume of timber extracted

Plan Implementation and Monitoring — contains descriptions / guidance on how the plan should be implemented (e.g., through legal land use designations, subsequent planning processes, adaptive management trials, etc.); and provisions for monitoring the plan's effectiveness in achieving it's goals / objectives over time.

4. *Things to Keep in Mind When Writing an LRMP*

?? Consider government legislation and policy that provides important context and direction for the plan.

?? Take account of existing resource management direction (from previous planning in the area).

?? Be internally consistent, so that the plan's goals and objectives do not conflict with one another.

?? Make sure the goals and objectives in the plan are achievable — technically, financially, and administratively.

?? Ensure that the plan addresses the issues that were identified at the outset of the planning process.

?? Distinguish between goals and objectives; objectives are more specific than goals and are measurable.

?? Include supplemental descriptions (using narrative text, graphics, illustrations or modelled renderings) of the "desired future condition" if it will help communicate the plan's intended meaning.

?? Focus plan content mainly on defining objectives and measures that guide how future on-the-ground resource management activities will occur, rather than developing a plan that is dominated by provisions that direct future process.

?? Identify roles and responsibilities for carrying out particular objectives where it would not otherwise be clear who has 'ownership'.

?? Provide as much detailed resource management direction as is reasonable, given such things as:

?? limitations imposed by the broad scale of inventory mapping that is being used;

?? whether or not resource inventory information is current and complete;

?? the need to address resource conflicts that require specific direction on which resource values shall receive priority / emphasis; and,

?? whether or not standard Forest Practices Code requirements are being modified.

?? Write plans clearly and concisely and 'say what you mean'.

Section 11 Plan Implementation and Monitoring

1. LRMP Implementation

In this Section:

- LRMP Implementation
- LRMP Monitoring

LRMP implementation begins after the Minister of Sustainable Resource Management approves an LRMP and Cabinet approves the protected areas. Individual agencies with the authority to deliver programs and make resource management decisions are responsible for ensuring that their programs and decisions are consistent with LRMPs. Regional inter-agency management committees (IAMCs), comprising senior staff from all the main resource agencies, oversee LRMP implementation.

Although each LRMP includes its own unique implementation strategies, some common ways that LRMPs are implemented include:

Legal Land Use Designations – LRMP recommendations to create new protected areas are implemented by Cabinet level decisions to establish new parks, normally under the *Park Act*. Ensuring that forest practices conform to LRMP direction is achieved by establishing appropriate portions of LRMPs as a "higher level plan" under the *Forest Practices Code of British Columbia Act*.[13] Other purpose-specific designations for particular lands within the LRMP may be established under various statutes to ensure that resource managers observe certain procedures or undertake particular land use activities in the designated area (e.g., Wildlife Management Area, Wildlife Habitat Area, Scenic Area, Forest Land Reserve, Conservation Area, etc.)

Subsequent Resource Planning – more detailed, local level planning offers important opportunities for translating the broad resource management direction in a LRMP into more tangible, site-specific resource management prescriptions. A variety of resource planning processes may be relevant for assisting with LRMP implementation, including: landscape unit planning, total resource plans, local resource use plans, coordinated access management plans, and tree farm license management plans.

Filling Information / Knowledge Gaps – LRMPs may contain strategies for addressing uncertainties that the plan has uncovered. These may include adaptive management experiments to test alternative management policies / practices, or more traditional research or resource inventory initiatives.

Most LRMPs contain a chapter that defines the key methods and timing for plan implementation, as well as roles and responsibilities for implementation. Strategic land use plans are intended to help resource management agencies set their individual program and funding priorities[14].

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[13] For further information on higher level plans see the MOF Brochure, "Higher Level Plans: Greater Strength for Land Use Objectives", located in Section 13 of this binder.

2. LRMP Monitoring

LRMP monitoring occurs after the plan has been implemented for a few years. Two types of monitoring are normally done:

Implementation monitoring — determines how agencies are progressing in implementing the commitments contained in the LRMP *(to determine if we did what we said we would do).* Periodic public reporting on implementation status is aimed primarily at ensuring the accountability of agencies that are responsible for implementing the LRMP.

Effectiveness monitoring — assesses the extent to which the LRMP's goals and objectives (i.e., the desired outcomes) are being achieved *(to determine if what we are doing is effective).* Various indicators defined during the planning process are measured periodically to assess plan effectiveness. Based on effectiveness monitoring results, the LRMP may be reinforced / continued if it is effective, or revised if it is not. The feedback information provided by plan monitoring allows for learning and ongoing improvement.

Similarly, if an LRMP, in efforts to address uncertainty, has identified specific experimental trials in a given location, monitoring results can shed important information on the applicability of the trial strategies for other locations. Monitoring at this level is an essential part of adaptive management.

Identifying indicators, monitoring them to assess performance and adjusting management practices on the basis of monitoring results can contribute significantly to successful forest certification.

Implementation and effectiveness monitoring are typically overseen by a LRMP monitoring committee comprising government and stakeholder representatives. Public monitoring reports are normally issued every three to five years.

The provincial government has developed a comprehensive policy and procedure for LRMP implementation and effectiveness monitoring. These materials may be viewed at the following Website: http://www.luco.gov.bc.ca/lrmp/lrmppolicy.htm

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[14] See *LRMP Statement of Principles and Process* located in Section 13 of this binder for further information on implementation.

Section 12 Commonly Asked Questions

In this Section:

- LRMP and Provincial Policy
- LRMP Mandate and Issues
- Information and Analysis
- Public and Stakeholder Participation in the LRMP
- Participation of the Local, Provincial and Federal governments and First Nations in the LRMP
- Plan Approval and Implementation
- Process Logistics

1. LRMPs and Provincial Policy

1.1.1 To what extent is the Morice LRMP required to be consistent with provincial policy?

?? Policies are not laws. They carry a great deal of weight in determining how Government will approach issues, but there is a measure of flexibility in their implementation. The Morice LRMP will need to be developed in an awareness of existing provincial policy, but will not be constrained by that policy in the recommendations that are put forward for approval.

1.1.2 What kind of flexibility will the Morice LRMP have for recommending new protected areas since the province has essentially accomplished the 12% target?

?? The 12% target is just that: a target. LRMP tables have the ability to recommend however much of their landbase as they deem appropriate to be in protected areas, recognizing that final protection decisions will be made by Government in consideration of the range of ecological, social, cultural, and economic values represented at the planning table. Also within the LRMP boundaries, some areas are under-represented based on ecosection and biogeoclimatic units and there are additional special features, recreation values and local ecosystem values that will be considered. The table is also encouraged to consider designations other than protected areas that would enable the conservation of resources being examined.

1.1.3 What is the connection between the Allowable Annual Cut (AAC) and the LRMP?

?? AACs are determined for Timber Supply Areas (TSAs) and Tree Farm Licences (TFLs) every five years by the Chief Forester based on an assessment of social, environmental, economic and operational considerations. The most recent AAC for the Morice TSA was determined in 2002.

?? It is not within the mandate of the LRMP to make recommendations to the Chief Forester on the Allowable Annual Cut. However, the outcomes of the LRMP could have implications for the amount of harvestable timber, which would be incorporated into future AAC determinations. An analysis of the short- and long-term impact of plan recommendations on timber supply is a standard component of the LRMP analysis process. The Chief Forester may undertake an unscheduled adjustment of the

AAC following LRMP approval if the LRMP results in substantive changes to the THLB.

2. *LRMP Mandate and Issues*

1.2.1 What happens to development activities during the LRMP? Will there be a moratorium on development?

?? There will be no blanket moratoria on development activities during the LRMP process. Individual ministries may decide that it is in the better interests of the process and their mandate to provide moratoria on specific resource activities for specific areas. This is to maintain options for resource use and management while the LRMP is underway. Timber harvesting is deferred from Goal 1 and 2 Study Areas, which are the areas identified by the Regional Protected Areas Team as candidate protected areas.

3. *Information and Analysis*

1.3.1 Can anyone bring technical information to the planning table for consideration (i.e., not just government)? What is the process for bringing technical information to the table?

?? Yes, anyone is welcome to bring technical information to the planning table for consideration. The information should be brought forward to the process team (process coordinator or facilitator) prior to the LRMP meeting. Any information package should note the source and age of the information and who submitted it to the LRMP. It is also helpful to other table participants to be explicit as possible concerning methodology, assumptions and reliability.

?? In addition, there is an open seat at the Morice LRMP table that allows non-planning table members a time-limited opportunity to address the planning table concerning their issues or interests within the Morice LRMP area.

1.3.2 How do I know that the information being brought to the planning table is accurate and reliable?

?? As mentioned above, any information brought to the planning table should be explicit re source, age, methodology, any assumptions, and reliability. Information provided by the government technical team will be as transparent as possible on these features.

?? It may be necessary to consult additional references to establish the accuracy and reliability of some information. Government technical team members can provide this follow-up information upon request. Table members are also welcome to provide their own verifying information.

1.3.3 How can long-term decisions be made when there are major information gaps?

?? As part of the preparation for the LRMP, the government technical team has worked hard to assemble a comprehensive set of information for the planning table. The GTT put up-front effort into identifying existing information gaps and trying to fill them before the onset of the planning process. However, there will always be gaps in our information base.

?? When there are important information gaps the GTT will assess options for moving forward including: undertaking the necessary inventory project; identifying an effective surrogate to fill the gap; or assessing whether the table can move forward in the absence of the information. Where major information gaps occur, there may be an opportunity for First Nations, stakeholders, or the public to bring information forward that will allow negotiations to proceed.

4. Public and Stakeholder Participation in the LRMP

1.4.1 Who can participate in the LRMP? Who decides?

?? The participants of the LRMP have supported a sectoral model of public and stakeholder participation at the planning table. According to this model there are sixteen sectors represented at the planning table. Each sector will be composed of the organizations and individuals with similar interests, as defined by the sector titles. It is the sectors themselves that decide who will represent them at the planning table[15].

1.4.2 How can members of the general public provide input into the LRMP process?

?? It is imperative that members of the general public are kept aware of the progress of the LRMP and are provided ongoing opportunities for comment. The communications team has developed a Communication Strategy to keep the general public apprised of the LRMP. These include a web site, occasional articles in the media both within the plan area and in adjacent communities, publication of a newsletter that is distributed within the plan area and in adjacent communities and open houses at key points during the planning process. The public can provide their comments via the Website, by contacting the Process Coordinator, or by attending meetings and open houses. There will be time set aside at each LRMP meeting for outside observers to provide comments. In addition, there will be an open seat at the planning table that will allow non-planning table participants a time-limited opportunity to address the planning table concerning their issues or interests.

?? Information on the Morice LRMP is available through the Houston Public Library. The library houses an LRMP reference and map library and is equipped with a computer to allow interested parties to visit the web site and associated sites.

?? Local government representatives involved in the LRMP can also be contact people for the general public and asked to bring forward the views of their constituents.

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[15] For more information see Section 3 in this binder (Terms of Reference).

1.4.3 What kind of role will people have who don't live in the area?

?? The LRMP recommendations will have interest and implications, not only for residents of the plan area itself, but also for people who live outside of the area. As mentioned above, the LRMP Communications Strategy includes distribution of information to communities adjacent to the LRMP area. Local government in these communities will be provided with ongoing updated about the process and invited to comment.

1.4.4 There are some issues that I cannot compromise on. How can I participate in a consensus process in good faith? (For example, no lost local forestry jobs.)

?? The LRMP process is based on a process of interest-based negotiation. Interest-based negotiation assumes that under every strong position such as no logging or no lost jobs, there are a number of underlying interests that can be discussed and negotiated. One of the tasks of the process facilitator will be try to draw out the underlying interests of people during the negotiations and attempt to bring people to common ground.

?? Interest-based negotiation seeks to develop mutually beneficial solutions to problems. One of the basic codes of conduct at the LRMP table are the ability to negotiate in good faith and to work cooperatively to achieve consensus on issues. There may however be instances where groups or individuals find that their alternatives to negotiation are better than a negotiated solution that can be reached within the LRMP. IBN encourages groups to understand all available alternatives and to choose the ones that are most appropriate for them in the short and long term.

5. Participation of the Local, Provincial and Federal governments and First Nations in the LRMP

1.5.1 What is the role of First Nations?

?? There are several First Nations with traditional territories in the plan area (Office of the Wet'suwet'en, Wet'suwet'en First Nation, Lake Babine Nation, Cheslatta First Nation). Each First Nation community will decide on how they will participate in the LRMP and how they will bring information forward to the planning table. First Nations participation in the planning process is based on a Government-to-Government relationship between the Province and First Nations in recognition that First Nations have a distinct interest in the land and resources in their traditional territories.

1.5.2 Why proceed with LRMP while the treaty process is on going?

?? Ultimately it will be the treaty process that decides on the allocation of land and resources within the traditional territories of First Nations in the LRMP area. In the interim, First Nations may be interested in participating in the LRMP process to ensure that their long-term interests in the plan area are represented in the final plan.

The LRMP process is consistent with the recognition of aboriginal title and the inherent right of aboriginal people to self-government.

1.5.3 There are several local governments in the plan area. How are they involved in representing local viewpoints?

?? Local governments at the regional and municipal level are recognized as an order of government and their participation on the planning table is encouraged to ensure that land use decisions are sensitive to community interests. Participation will be guided by the Policy for Local Government Involvement in Land and Resource Management Plans.

1.5.4 What is the role the provincial government in developing consensus recommendations?

?? The role of the provincial government at the planning table is to participate in consensus building without blocking or impeding consensus; to provide technical expertise and agency-specific information on legislation, policy and programs; and, as the future implementers of the plan, to ensure that planning recommendations can realistically be carried out[16]. Government will not serve as advocates for a resource. In their role at the planning Table, the government representative will engage in discussions in a manner respectful of other interests and will actively assist the planning Table in moving towards agreement. Government staff must abide by the Terms of Reference for the planning process and the Ground Rules.

1.5.5 Are there circumstances where government staff could "block" consensus and, if so, what are they?

?? Technically, there should be no circumstances where government staff can block consensus i.e., be the deciding vote against an agreement. Government staff are required to keep their ministries informed of the progress of negotiations and of any critical issues that may be of concern. If there are issues that a ministry has concern about, government staff are beholden to bring those concerns to the planning table in a timely manner.

6. Plan Approval and Implementation

1.6.1 Does the final plan have to have the agreement of everyone present before it can go to government for approval?

?? Ideally, the final plan will represent the consensus agreement of all of the participants at the planning table. Consensus is generally defined as there being no substantial disagreement with a decision. In the event that the planning table is unable to come up with a consensus agreement, they will present options to Government, who will make a decision based on an assessment of the pros and cons of each option.

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[16] See Section 5 in this binder (Roles and Responsibilities of Government Agencies).

1.6.2 What assurance is there that the LRMP will actually be implemented as written?

?? The Minister of Sustainable Resource Management has final approval responsibility for the Morice LRMP. The LRMP table provides recommendations to government on their vision of land use and management for the plan area. While government is the final decision-maker on these recommendations, if the plan represents the consensus agreement of all participants, then government is unlikely to ignore the recommendations. If the table presents options to government, then Cabinet will make a decision on which option, if any, they choose to follow.

1.6.3 What will happen to the plan if the provincial government does not agree with the recommendations?

?? If Government determines that some of the recommendations put forward by the LRMP table are not in the best interests of the people of British Columbia, then they may choose to not approve those specific recommendations. However, they do so in awareness that they are going against a consensus agreement developed through hard work by a balanced table of stakeholders and they must provide a rationale for their decision.

1.6.4 How will the government compensate companies who lose rights through the LRMP?

?? There are no set policies in place with regard to compensation of companies who lose their tenure rights through the LRMP. Each case will need to be dealt with on an individual basis.

7. Process Logistics

1.7.1 Where and how often will meetings be held?

?? Meeting logistics need to be discussed with table participants. The current thought is to hold meetings every four weeks. Meetings will primarily be held in Houston, although some meetings may also be held in outlying communities such as Granisle.

1.7.2 How are people reimbursed for their expenses to attend meetings?

?? Participants are asked to keep receipts for travel expenses (hotel, travel costs). There is a standard expense form that needs to be filled out and submitted to the Process Manager after every meeting. Participants are reimbursed for standard travel costs and receive a per diem for meals.

1.7.3 Is there compensation for volunteers who must take time off of work to attend meetings?

?? It is the policy of government not to reimburse people who voluntarily take time off from work to attend meetings. Meetings during working hours will be minimized, being held on evenings and weekends wherever possible, although it will be necessary to have some daytime meetings during the week.

Section 13 Further Reading

In this Section:

- List of Further Reading

Inserted Documents:

- "Land and Resource Management Planning: A Statement Principles and Process"
- "Higher Level Plans: Greater Strength for Land Use Objectives"

Guide to Forest Land Use Planning, West Coast Environmental Law Association, November 1999 (updated March 2001). Available at www.wcel.org/frbc/

Guide to Writing Resource Objectives and Strategies, Ministry of Forests, December 1998. Available at http://www.luco.gov.bc.ca/lrmp/lrmppolicy.htm

Higher Level Plans: Policy and Procedures. Ministry of Forests. June 1996. Forest Practices Code. Available at http://www.for.gov.bc.ca/tasb/legsregs/fpc/hilevel/hlp-toc.htm

Integrated Land Use Planning for Public Lands in British Columbia. Available at www.luco.gov.bc.ca/rpts/

Land and Resource Management Planning: A Statement of Principles and Process", Integrated Resource Planning Committee, 1993. – Included in Section 13 in this Binder. See also http://www.luco.gov.bc.ca/lrmp/lrmppolicy.htm for additional technical references on land and resource management planning, and examples of completed plans.

Strategic Land Use Planning Source Book, March 1996. Commission on Resources and Environment. Available from Ministry of Sustainable Resource Management.

Insert 13-1:

*"Land and Resource Management Planning:
A Statement of Principles and Process".*

Insert 13-2:

"Higher Level Plans – Greater Strength for Land Use Objectives."

Section 14 Glossary

Adaptive Management — a proactive and systematic approach to managing uncertainty about the consequences of alternative resource management actions. Experimental trials are designed, implemented and monitored as a basis for learning and applying that learning in the form of revised / improved resource management actions.

Account - In multiple accounts analysis, accounts are the broad theme areas that form the basis for examining alternatives. Currently in the BC government the theme areas are economy, environment and community although in some cases First Nations issues are placed in a separate account (see also evaluation accounts).

Age class - An interval into which the age range of trees, forests, stands, or forest types is divided for classification. Forest inventories commonly group trees into 20-year age increments up to age 140 years, then a single class for trees between 141 and 250 years old, and a single class for those older than 250 years.

Agricultural land - Land that is used for farming, including ranching, and land that has biophysical attributes that make it suitable for agricultural use. The latter includes lands identified by the Canada Land Inventory agricultural capability classes 1 to 5, as well as unique lands that have the capability to sustain agriculture.

Agricultural Land Reserve (ALR) - Land designated and reserved for agricultural purposes under the *Agricultural Land Commission Act* (the reserve covers about five percent of the province and includes most of BC's high quality agricultural land). It includes both private and public lands, and covers land being farmed and land with agricultural potential. Non-agricultural uses on the ALR are regulated.

Allowable annual cut (AAC) - The allowable rate of timber harvest from a specified area of land. The chief forester sets AACs for timber supply areas and tree farm licences in accordance with Section 7 and/or Section 170 of the *Forest Act*. The district manager sets AACs for woodlot licences. May also refer to a portion of the total AAC for the management unit (i.e. TSA) partitioned to a single harvesting agreement (i.e. forest licence, timber sale licence).

Base Case — the environmental, social and economic conditions that can be expected to occur in the future if existing policies, plans and practices are followed. The base case description is normally used as a point of comparison (benchmark) for judging the desirability of alternative land use plan scenarios.

Biogeoclimatic ecosystem classification - A hierarchical classification scheme having three levels of integration: regional, local and chronological; and combining climatic, vegetation, and site factors.

Biogeoclimatic zone - A geographic area with a broadly homogeneous macroclimate. Each zone is named after one or more of the dominant climax species of the ecosystems in the zone, and a geographic or climatic modifier (e.g., Interior Douglas Fir). British Columbia has 14 biogeoclimatic zones.

Biological diversity - The diversity of plants, animals and other living organisms in all their forms and levels of organization, including genes, species, ecosystems, and the evolutionary and functional processes that link them.

Blue-listed species - Sensitive or vulnerable species as identified by the Ministry of Environment, Lands and Parks. Blue-listed species are considered to be vulnerable and "at risk" but not yet endangered or threatened. Populations of these species may not be declining but their habitat or other requirements are such that they are sensitive to disturbance. The blue list also includes species that are generally suspected of being vulnerable, but for which information is too limited to allow designation in another category.

Botanical forest product - Non-timber based products gathered from forest and range land. There are currently seven recognized categories: wild edible mushrooms, floral greenery, medicinal products, fruits and berries, herbs and vegetables, landscaping products, and craft products.

Capability (land) - The potential of an area of land to produce resources, supply goods and services, and allow resource uses under an assumed set of management practices and at given levels of management intensity. Capability depends upon this set of conditions and site conditions such as climate, slope, landform, soils, and geology.

Consensus — general agreement on a package of provisions to the extent that, although parties to the agreement may not agree to *every* aspect of the package, they do not disagree enough to warrant their opposition to the overall package.

Coarse filter approach - An approach to maintaining biodiversity under the forest practices code that involves maintaining a diversity of structures within stands and a diversity of ecosystems across the landscape. The intent is to meet most of the habitat requirements of most of the native species (see also fine filter approach).

Criteria and Indicators — performance objectives and standards of sustainable forest management. A criteria is a forest management goal or value that you want to achieve, an indicator is what you measure to assess whether or not you are achieving the criteria.

Critical habitat - Areas considered to be critically important for sustaining a population and where development may cause an unacceptable decline in the population. A rating of the importance of the habitat (e.g., high, medium, low) may also be used.

Cumulative effects - Effects on biota of stress imposed by more than one mechanism (e.g. stress in fish imposed by both elevated suspended sediment concentrations in the water and by high water temperature).

Decision Support Systems — analytical tools (e.g., computer models) that aid decision-making by providing information on the projected implications of alternative management actions.

Ecological classification - An approach to categorizing and delineating, at different levels of resolution, areas of land and water having similar characteristic combinations of the physical environment (such as climate, geomorphic processes, geology, soil and hydrologic function) and biological communities (plants, animals, micro-organisms and potential natural communities).

Ecosystem-based management — an approach to resource management that is aimed at ensuring the long-term co-existence of healthy, functioning ecosystems and human communities. The intent is to maintain those spatial and temporal characteristics and processes of whole ecosystems such that component species and human social, economic and cultural activities can be sustained.

Economic impact analysis - Analytical techniques that estimate the economic effects of management scenarios on income, revenues and employment within specific communities, regions or the province as a whole.

Ecosystem - A functional unit consisting of all the living organisms (plants, animals and microbes) in a given area, and all the non-living physical and chemical factors of their environment, linked together through nutrient cycling and energy flow. An ecosystem can be of any size - a log, pond, field, forest or the earth's biosphere - but it always functions as a whole unit. Ecosystems are commonly described according to the major type of vegetation, for example, forest ecosystem, or range ecosystem.

Ecosystem integrity - The soundness or wholeness of the processes and organisms composing the ecosystem. To maintain ecosystem integrity one must maintain functioning, self-sustaining ecosystems with characteristics similar to the original ones.

Ecosystem management - A strategy or plan to manage ecosystems to provide for all associated organisms, as opposed to a strategy or plan for managing individual species.

Environmentally sensitive area (ESA) - An area identified during a forest inventory that is sensitive to disturbance and/or is significantly valuable for fisheries, wildlife, water and recreation resources.

Equivalent clearcut area (ECA) - The area of a cutblock weighted to estimate an equivalent effect on snow hydrology as the area of a clear-cut unregenerated block. As examples, a ten-hectare clear-cut unregenerated block has an ECA of ten hectares; if a fully stocked stand has regenerated to a height of six metres, the block now has an ECA of five hectares. If, instead of being clear-cut the block was selection logged with thirty percent volume removal, the ECA is estimated to be three hectares.

Forest Certification — independent verification that a forest area is being managed according to sustainable forest management standards, as set by a forest certification organization (e.g., Canadian Standards Association, Forest Stewardship Council systems of certification).

Fine filter approach - An approach to maintaining biodiversity under the forest practices code that is directed towards particular habitats or individual species whose habitat requirements are not adequately covered by the coarse filter guidelines. These habitats may be critical in some way and the species threatened or endangered (see also coarse filter approach).

Forest land - Land classified under Section 4 of the *Forest Act* that the chief forester considers will provide the greatest contribution to the social and economic welfare of the Province if predominantly maintained in successive crops of trees or forage, or both, or maintained as wilderness.

Forest Land Reserve (FLR) - Land designated under the *Forest Land Reserve Act*. This land includes private land within a tree farm licence and private land classed as managed forest land under the *Assessment Act*, as well as designated Crown land in the Provincial forest. Removal of land from the Reserve is restricted, as is use and subdivision of the land. The purpose of the Reserve is to maintain the commercial working forest of British Columbia.

Forest licence (FL) - An agreement entered into under Part 3, Division 2 of the *Forest Act*, which grants the rights to harvest timber on Crown land. A forest licence has a term not exceeding 20 years, usually specifies an allowable annual cut (a portion of the total AAC for the timber supply area) and requires a management plan.

Forest and Range Practices Act – A forest and range planning and practices framework that will promote a results-based regime. The Act is anticipated to come into force in April 2003 and will replace the *Forest Practices Code of BC Act*. Associated regulations will be developed to support this legislation and will come into force at the same time. Additional information can be obtained at:

Acts and regulations - http://www.for.gov.bc.ca/tasb/legsregs/comptoc.htm
Questions and Answers – http://www.for.gov.bc.ca/hfd/training/training.htm

Forest Stewardship Plan – The cornerstone operational plan for forest licensees under the results based code. The forest stewardship plan identifies the area of operation, and measurable and enforceable results or strategies to achieve the objectives set for the forest values. The forest stewardship plan must be consistent with the standards to protect biodiversity and species at risk, and must be consistent with approved land use plans.

Geographic Information System (GIS) — a computerized information system that uses a spatially referenced database to provide answers to geographic queries through a variety of manipulations.

Government Technical Team — government staff that provide technical advice and support to the North Coast LRMP Planning Table. The team is composed of a number of agency staff in a variety of roles.

Ground Rules — the terms, conditions and procedures that consensus-based planning participants agree upon for governing the planning process.

Habitat - The place where an organism lives and/or the conditions of that environment including the soil, vegetation, water and food.

Habitat management - Management of the forest to create environments which provide habitats that meet the needs of particular organisms.

Habitat rarity (scarcity, uniqueness) - Refers to the relative abundance of the habitat type (target species or species groups).

Identified wildlife - Defined in the *Forest Practices Code of British Columbia Act* Operational Planning Regulation as those species at risk that the Deputy Minister of Environment, Lands and Parks or a person authorized by that deputy minister, and the chief forester, agree will be managed through a higher level plan, wildlife habitat area or general wildlife measure.

Impact assessment - A study of the potential future effects of a resource development option on other resources and on social, economic and/or environmental conditions.

Indicator — a parameter that is measured / monitored to indicate progress towards a stated goal or objective.

Innovative Forest Practices Agreement (IFPA)– an agreement between government and a licensee or a group of licensees designed to improve forest management, resource stewardship and employment opportunities through emphasis on innovative forestry practices. Examples of innovative forestry practices include:

- Alternate harvest or silviculture systems that increase the amount of available timber.
- Stand rehabilitation or silvicultural treatments of immature stands designed to increase yield.
- Collection and analysis of new data to provide more accurate predictions of forest growth.
- Activities that will enhance and protect other resource values such as water, fisheries, recreation, and biodiversity.

Inoperable areas - Defined in the Forest Practices Code Timber Supply Analysis as areas unavailable for harvest for terrain-related or economic reasons. Characteristics used in defining inoperability include slope, topography (e.g., the presence of gullies or exposed rock), difficulty of road access, soil stability, elevation and timber quality. Operability can change over time as a function of changing harvesting technology and economics.

Integrated resource management (IRM) - A land management regime that identifies and considers resource values, in the context of social, economic and environmental objectives.

Interest-based Negotiation — an negotiation approach to solving problems where the parties make an explicit commitment to seek mutually acceptable solutions, as opposed to bargaining for win-lose outcomes.

Inter-agency Management Committee — senior regional managers of government agencies with land or resource management responsibilities. The committee is responsible for setting priorities and implementing land use planning in north-western BC.

Land and Resource Management Plan (LRMP) — the sub-regional integrated resource planning process for BC. LRMP considers all resource values and requires public participation, inter-agency coordination and consensus-based land and resource management decisions.

Local planning - A term describing a variety of resource planning initiatives undertaken to develop integrated approaches to resource use and development. Typically they have been undertaken to resolve potential land use conflicts in local areas smaller than LRMPs.

Local resource use plan (LRUP) - A plan approved by the district manager for a portion of the Provincial forest that provides area-specific resource management objectives for integrating resource use in the area. These plans are prepared pursuant to Section 4(c) of the *Ministry of Forests Act*. Also referred to as local plans. These plans are to be consolidated under SRMPs

Multiple accounts analysis (MAA) - An analytical technique that specifies a framework of evaluation accounts under which management scenarios can be systematically assessed in terms of their social, environmental and economic impacts. It is flexible and often utilizes non-monetary valuations of the likely effects.

Natural disturbance types - A term used to characterize areas with different natural disturbance regimes. Five natural disturbance types are recognized as occurring in B.C.:

?NDT1 Ecosystems with rare stand-initiating events
?NDT2 Ecosystems with infrequent stand-initiating events
?NDT3 Ecosystems with frequent stand-initiating events
?NDT4 Ecosystems with frequent stand-maintaining fires
?NDT5 Alpine Tundra and Sub-alpine Parkland ecosystems.

Objective - An aim, goal or end to an action. Objectives and associated strategies contained in plans provide direction on land use and resource management for the plan area.

Old growth attributes - Structural attributes and other characteristics of old growth forests, which may include: large trees for the species and site; wide variation in tree sizes and spacing; accumulations of large dead standing and fallen trees; multiple canopy layers; canopy gaps and understory patchiness; elements of decay such as broken or deformed tops or trunks and root decay; and the presence of species characteristic of old growth.

Operational plan - The *Forest Practices Code of British Columbia Act* states that within the context of area-specific management guidelines, operational plans detail the logistics for development. Methods, schedules, and responsibilities for accessing, harvesting, renewing, and protecting the resource are set out to enable site-specific operations to proceed. Operational plans include forest development plans, logging plans, access management plans, range use plans, silviculture prescriptions, stand management prescriptions and five year silviculture plans.

Planning Table — the planning participants that are representing their "sectors" / constituencies in negotiations to develop a land and resource management plan for the Morice TSA.

Polygon - A closed geometric entity used to graphically represent area features with associated attributes.

Process Team — government staff that sponsor / manage the LRMP process. The team is composed of the Project Manager, Government Team Leader, process facilitator(s) and mediator.

Protected Areas Strategy (PAS) - The Provincial government strategy in place to meet BC's commitment to develop and expand the protected areas system to protect 12 percent of the province by the year 2000. The goals of the strategy are to protect viable, representative examples of natural diversity in the province, and special natural, recreational and cultural heritage features.

Provincial forest - Crown forest land designated by the Lieutenant Governor in Council under Section 5 of the Forest Act.

Qualitative measures - Measures generally expressed in non-numeric terms.

Quantitative measures - Measures generally expressed numerically.

Range - Any land supporting vegetation suitable for wildlife or domestic livestock grazing, including grasslands, woodlands, shrublands and forest lands.

Range development - Defined in the *Forest Practices Code of British Columbia Act* as

a) a structure or excavation related to the management, for range purposes, of range land or livestock; and.
b) a practice, excluding grazing, that is designed to improve range conditions or facilitate more efficient use of range land for range purposes.

Range land - Defined in the *Forest Practices Code of British Columbia Act* as Crown range and land subject to an agreement under Section 17 of the *Range Act*.

Recreation feature - Defined in the *Forest Practices Code of British Columbia Act* as a biological, physical, cultural or historic feature that has recreational significance or value.

Recreation feature significance - The quality, uniqueness, and availability of a recreation feature as classified in the recreation inventory.

Recreation features inventory - One component of the recreation inventory. The identification, classification, and recording of types and locations of biophysical recreation and cultural features, existing and potential recreation activities, recreation feature significance and feature sensitivity.

Recreation inventory - The identification, classification and recording of the types and locations of amenity resources. It is the umbrella inventory that includes the recreation features inventory, visual landscape inventory and recreation opportunity spectrum inventory, and inventories of rivers, sites, trails, caves and other recreation features.

Recreation opportunity spectrum (ROS) - Types of recreational experiences, physical settings, structures and services, access, management settings and social settings that, in combination, describe the recreational opportunities in an area. The five ROS classes, based on criteria of remoteness, area size and evidence of human use, are: primitive, semi-primitive non-motorized, semi-primitive motorized, roaded resource land and rural.

Recreation resource - Defined in the *Forest Practices Code of British Columbia Act* as

a) a recreation feature,

b) a scenic or wilderness feature or setting that has recreational significance or value, or

c) a recreation facility.

Recreation site - A site and its ancillary facilities established under Section 6 of the *Forest Practices Code of British Columbia Act* or designated under the *Forest Act* before the coming into force of the code act and developed by the Ministry of Forests for recreation or to protect a recreation resource.

Recreation trail - A trail and its ancillary facilities established under Section 6 of the *Forest Practices Code of British Columbia Act* or designated under the *Forest Act* before the coming into force of the code act and developed by the Ministry of Forests for recreation or to protect a recreation resource.

Red-listed species - Threatened or endangered species identified by the Ministry of Environment, Lands and Parks. The taxa on the red list are either extirpated, endangered or threatened, or are being considered for such status. Any indigenous taxon (species or sub-species) threatened with imminent extinction or extirpation throughout all or a significant portion of its range in British Columbia is endangered. Threatened taxa are those indigenous species or sub-species that are likely to become endangered in BC if conditions are not altered.

Regional Protected Areas Team (RPAT) - The inter-ministry committee in each region that is responsible for conducting the technical inventories and analyses required to identify gaps in the protected areas system, identify areas of interest, consult with the public and propose study areas.

Resource Management Objective — a concise, measurable statement of a desirable future condition for a resource or resource use that is attainable through management action.

Resource Management Zone — a geographic area within the larger planning area that is distinct from other areas with respect to biophysical characteristics, resource issues or resource management direction.

Resource value - Values on Crown land which include but are not limited to biological diversity, fisheries, wildlife, minerals, oil and gas, energy, water quality and quantity, recreation and tourism, natural and cultural heritage, timber, forage, wilderness and aesthetic values.

Riparian area - Areas of land adjacent to wetlands or bodies of water such as swamps, streams, rivers or lakes including both the area dominated by continuous high moisture content and the adjacent upland vegetation that exerts an influence on it.

Riparian class - Refers to the classification given to streams, wetlands and lakes under Part 10 of the *Forest Practices Code of British Columbia Act* Operational Planning Regulation.

Riparian management area (RMA) - Defined in the *Forest Practices Code of British Columbia Act* Operational Planning Regulation as an area, of width determined in accordance with Part 10 of the regulation, that is adjacent to a stream, wetland or lake with a riparian class of L2, L3 or L4; and, consists of a riparian management zone and, depending on the riparian class of the stream, wetland or lake, a riparian reserve zone.

Riparian management zone - Defined in the *Forest Practices Code of British Columbia Act* Operational Planning Regulation as that portion of the riparian management area that is outside of any riparian reserve zone or if there is no riparian reserve zone, that area located adjacent to a stream, wetland or lake of a width determined in accordance with Part 10 of the regulation.

Riparian reserve zone - Defined in the *Forest Practices Code of British Columbia Act* Operational Planning Regulation as that portion, if any, of the riparian management area or lakeshore management area located adjacent to a stream, wetland or lake of a width determined in accordance with Part 10 of the regulation.

Risk — the potential for loss or damage to an ecological, social or economic value as a result of a human action.

Risk Assessment — a procedure that aims to identify the likelihood and consequence of an undesirable impact due to a management action.

Risk Management — measures that are undertaken to minimize risks.

Scenario — a draft statement of how lands and resources in the planning area will be managed in the future. Scenarios usually include a zoning map and associated statements of resource management objectives and strategies.

Sensitive/vulnerable species - (see blue-listed species)

Sensitivity analysis - Systematic evaluation of the effects of uncertainty or changes in underlying assumptions on overall analysis results.

Seral stages - The stages of ecological succession of a plant community. e.g., from young stage to old stage. The characteristic sequence of biotic communities that successively occupy and replace each other by which some components of the physical environment become altered over time.

Socio-economic analysis (SEA) - An assessment of the impacts of a course of action on the social and economic well-being of a community, region, or the province as a whole. In land and resource management planning (LRMP), when socio-economic analysis is expanded to include environmental impacts it is generally referred to as social, environmental and economic (SEE) impact assessment (see also multiple accounts analysis (MAA)).

Species account - A summary outlining the ecology, distribution and recommended management strategy for a species of identified wildlife (not related to multiple accounts analysis).

Strategic Land Use Planning - A participatory style of planning for relatively extensive areas (regions or sub-regions) that focuses on defining land and resource allocation and management goals and objectives, and corresponding strategies for achieving the goals / objectives. Strategic land use planning is distinguished from operational forms of planning.

Strategy — A means of achieving a resource objective.

Sustainable Forest Management Plan – A tactical level forest plan that outlines the process by which the land base will be managed to achieve a sustainable balance of social, economic and environmental values through time. Sustainable forest management plans are often a component of achieving and maintain certification standards.

Sustainable Resource Management Plan – A comprehensive and integrative approach to planning at the landscape scale. Sustainable resource management plans are based on a technical and design-oriented process rather than a consensus-based process such as LRMPs. The objectives set by SRMPs will be site specific, results based and operationally relevant.

Timber - In terms of harvesting, any trees or stands or trees that are commercially valuable.

Timber licence (TL) - Area-based tenures which revert to the Crown when merchantable timber on the area has been harvested and the land reforested. Many of these licences have been incorporated into tree farm licences.

Timber sale licence (TSL) - An agreement entered into under Part 3, Division 3 of the *Forest Act*, which grants the rights to harvest timber on Crown land. A timber sale licence usually defines a specific volume of timber to be harvested from a specific area. In special circumstances, an allowable annual cut is specified.

Timber supply area (TSA) - An integrated resource management unit established in accordance with Section 6 of the *Forest Act*. TSAs were originally defined by an established pattern of wood flow from management units to the primary timber-using industries. They are the primary unit for allowable annual cut determination.

Tourism - The aggregate of all business that directly provides goods or services to facilitate business, pleasure or leisure activities greater than 80 kilometres away from the home environment.

Tourism capability - The ability of a set of natural resources (such as forests, rivers, lakes, fish, wildlife, etc.) to support a particular tourism product.

Tourism product - The tourism activity or experience that a tourist participates in.

Tourism resource - A natural or cultural resource that is important for a specific tourism product. For example, wildlife viewing is an important activity in many parts of the province, therefore, wildlife viewing opportunities are a tourism resource.

Traditional use sites - A geographically defined site that has been traditionally used by one or more groups of people for some type of activity. These sites will often lack the physical evidence of human-made artifacts or structures, and maintain cultural significance to a living community of people. Traditional use sites are usually documented with the assistance of oral historical or written archival sources. Examples include: sacred sites, ritual bathing pools, resource gathering sites such as berry-gathering grounds and culturally modified trees, and the site of a legendary or past event of cultural significance (see cultural heritage resource).

Tree farm licence (TFL) - An agreement entered into under Part 3, Division 5 of the *Forest Act*, which grants the rights to harvest timber. A tree farm licence has a term of 25 years and requires a management plan providing for the establishment, management, and harvesting of timber in a described area (Crown and private land) on a sustained or perpetual yield basis (see also allowable annual cut).

Uncertainty — what we don't know about ecological, social and economic systems, and their interactions.

Visual absorption capability - A component of the visual landscape inventory that rates the relative capacity of a landscape to absorb visual alterations while maintaining its visual integrity.

Visual impact assessment - An evaluation of the visual impact of resource development proposals on forest landscape.

Visual landscape analysis - The process of recommending visual quality objectives based on the visual landscape inventory, number of viewers, level of concern and in consideration of other values.

Visual landscape inventory - The identification, classification, and recording of the location and quality of visual resources and values.

Visual landscape management - The identification, assessment, design and manipulation of the visual features or values of a landscape, and the consideration of these values in the integrated management of Provincial forest and range lands.

Visual landscape unit - A landform or portion of a landform visible from one or more viewpoints identifying relatively homogeneous visual landscape features.

Visual quality - The character, condition, and quality of a scenic landscape or other visual resource and how it is perceived, preferred, or otherwise valued by the public.

Visual quality objective (VQO) - A resource management objective established by the district manager or contained in a higher level plan that reflects the desired level of visual quality based on the physical characteristics and social concern for the area. Five categories of VQO are commonly used: preservation; retention; partial retention; modification; and, maximum modification.

Visual sensitivity rating - A component of the visual landscape inventory that estimates the sensitivity of the landscape based on biophysical characteristics and viewing factors.

Vulnerable species - (see sensitive/vulnerable species)

Watershed - An area of land that collects and discharges water into a single main stream through a series of smaller tributaries.

Wildlife habitat - Areas of land and water that support specific wildlife or groups of wildlife.

Wildlife habitat area (WHA) - Defined in the *Forest Practices Code of British Columbia Act* Operational Planning Regulation as a mapped area of land that the Deputy Minister of Environment, Lands and Parks, or a person authorized by that deputy minister, and the chief forester, have determined is necessary to meet the habitat requirements of one or more species of identified wildlife.

Wildlife habitat feature - Defined in the *Forest Practices Code of British Columbia Act* Operational Planning Regulation as a significant mineral lick or wallow, an active nest of a bald eagle, osprey or great blue heron, or any other feature agreed to by the district manager and a designated environment official.

Wildlife tree - Defined in the *Forest Practices Code of British Columbia Act* Operational Planning Regulation as a tree or group of trees that are identified in an operational plan to provide present or future wildlife habitat. A wildlife tree is a standing live or dead tree with special characteristics that provide valuable habitat for the conservation or enhancement of wildlife. Characteristics include large diameter and height for the site, current use by wildlife, declining or dead condition, value as a species, valuable location and relative scarcity.

Woodlot licence - An agreement entered into under Section 41 of the *Forest Act*, which grants the rights to harvest timber on a small parcel of Crown and private land (less than 400 hectares on the Coast or 600 hectares in the Interior). A woodlot licence has a term not exceeding 15 years and requires a management plan (see also allowable annual cut).